

VILLAGE OF KEY BISCAYNE
ADOPTED
FISCAL YEAR 2009
BUDGET



ANNUAL OPERATING
AND
CAPITAL BUDGET

MISSION STATEMENT: "TO PROVIDE A SAFE, QUALITY COMMUNITY ENVIRONMENT FOR ALL ISLANDERS THROUGH RESPONSIBLE GOVERNMENT."

The following information might be helpful to the reader in finding information in the budget document of the 2009 programs, services and financial information. The Fiscal Year 2009 Key Biscayne Budget compiles financial and service delivery data in a single source document for easy reference. This guide explains the budget format and will assist in locating information which may be of particular interest. The 2009 budget is intended to serve four purposes.

THE BUDGET AS A POLICY DOCUMENT

As a policy document, the Budget indicates what services the Village will provide during the twelve month period beginning October 1, 2008 and reasons for these services. The Budget Message summarizes the programs the Village will undertake and how the Budget will address them. It also outlines accomplishments for Fiscal Year 2008. On a more detailed level, the Department Budget sections describe the accomplishments for the current fiscal year. It provide goals and objectives for each organizational unit in the Village as well as the performance measures upon which programs will be indicated, monitored and completed for the forthcoming fiscal year. All Village funds are described in detail in their respective sections.

THE BUDGET AS AN OPERATIONS GUIDE

As an operations guide, the budget indicates how departments and funds are organized to provide services that will be delivered to the community. The Departments Budget sections provide a mission statement, goals and objectives, organization chart, authorized personnel, activity report, accomplishments, proposed improvements and summary appropriations for each Village Department.

THE BUDGET AS A FINANCIAL PLAN

As a financial plan, the budget outlines the cost of Village services and how they will be funded. The Revenues and Expenditures Section provides an overview of the Budget including major revenue and expenditure breakdowns and categories for the General Fund, Capital Improvement Fund, Stormwater Utility Fund and the Solid Waste Fund. In addition, there is discussion of the Village accounting structure and budget policies. This section includes projections of the Village's financial condition as of September 30, 2008 and comparison of financial activity over a four-year period. The budget document includes an appropriation from the General Fund to the Capital Improvement Fund.

THE BUDGET AS A COMMUNICATIONS DEVICE

The Budget is designed to be user friendly with summary information in text, charts, tables and graphs. A glossary of financial budget terms is included for your reference. In addition to this reader's guide, the table of contents provides a listing in the order of the sections in this document. The appendix section includes miscellaneous information relevant to the Village.

Should you have a question about the Village budget that this document does not answer, please feel free to call the Department of Finance at (305) 365-8903. An Executive Summary is available from the Office of the Village Clerk, 88 W. McIntyre Street, Key Biscayne, Florida 33149.

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MAP

Map of Dade County.....	Back Cover
Map of Key Biscayne.....	Back Cover

Village Council

Robert Vernon, Mayor (Term Expires 11/09/2010)

Michael Davey, Vice Mayor (Term Expires 11/09/2010)

Enrique Garcia (Term Expires 11/13/2012)

Robert Gusman (Term Expires 11/13/2012)

Michael Kelly (Term Expires 11/13/2012)

Jorge Mendia (Term Expires 11/09/2010)

Thomas Thornton (Term Expires 11/09/2010)

Administrative Officials

Genaro "Chip" Iglesias
Village Manager

Conchita H. Alvarez, CMC
Village Clerk

Weiss Serota Helfman Pastoriza Cole & Boniske, P.A.
Village Attorney

Incorporated on June 18, 1991

The Administrative Team

Jud Kurlancheek, *AICP Director*
Eugenio Santiago, *Building Official*
Building, Zoning and Planning Department

John C. Gilbert, *Director*
Eric Lang, *Deputy Fire Chief*
Fire Rescue Department

Charles Press, *Police Chief*
Jose Monteagudo, *Deputy Chief*
Police Department

Randolph G. White, *Director*
Finance Department

Armando A. Nuñez, *Director*
Public Works Department

Todd A. Hofferberth, *Director*
Recreation Department

Village Council Appointments

Special Masters
Mortimer Fried
Jennifer Leal
Dennis M. O'Hara
Rosemary Sala

Government Relations
Gomez Barker Associates
Dutko Worldwide

Fire/Police Retirement Board of Trustees (Two Year Terms)

Michael Haring, *Chair*
Joe Monteagudo

Sherry Reed
Servando Parapar, *Secretary*

Robert Maggs

MISSION STATEMENT: "TO PROVIDE A SAFE, QUALITY COMMUNITY ENVIRONMENT FOR ALL ISLANDERS THROUGH RESPONSIBLE GOVERNMENT."

Independent Auditor

Rachlin, Cohen & Holtz, LLP
Certified Public Accountants &
Consultants
One Southeast 3rd Avenue, Tenth Floor
Miami, Florida 33131

Bond Counsel

Jeffrey D. DeCarlo, Esquire
Adorno & Zeder, P.A.
2601 South Bayshore Drive, Suite 1600
Miami, Florida 33133

Village Arborist

John Sutton Consulting
1432 South Palm Way
Lake Worth, FL 33460

Village Horticulturist

Ron Oprazedek & Associates
200 Crandon Boulevard, Suite 200
Key Biscayne, FL 33149

Traffic Engineers

Glatting, Jackson, Kercher, Anglin, Lopez
& Rinehart
33 East Pine Street
Orlando, Florida 32801

Tipton Associates Incorporated
760 Maguire Boulevard
Orlando, Florida 32803

General Architectural

OBM Miami, Inc.
2600 Douglas Road, Suite 510
Coral Gables, Florida 33134

Robert Currie Partnership
134 N.E. 1st Avenue
Delray Beach, Florida 33444

Spillis Candela and Partners
800 Douglas Entrance
Coral Gables, Florida 33134

Engineering Services

Coastal Systems International, Inc.
464 South Dixie Highway
Coral Gables, Florida 33146

Corzo Castella Carballo Thompson
Salman, P.A.
901 Ponce de Leon Boulevard, Suite 900
Coral Gables, Florida 33134

Edward E. Clark Engineers-Scientists, Inc.
7270 N.W. 12th Street, Suite 740
Miami, Florida 33126

Post Buckley Schuh & Jernigan, Inc.
2001 N.W. 107th Avenue
Miami, Florida 33172

Tetrattech
4601 Ponce de Leon Boulevard, Suite 220
Coral Gables, Florida 33146

Communications

Island Style Consulting & Design
290 West Mashta Drive
Key Biscayne, FL 33149

Financial Advisor

Estrada Hinojosa & company, Inc.
201 South Biscayne Boulevard, Suite 2826
Miami, FL 33131

VILLAGE MISSION STATEMENT:



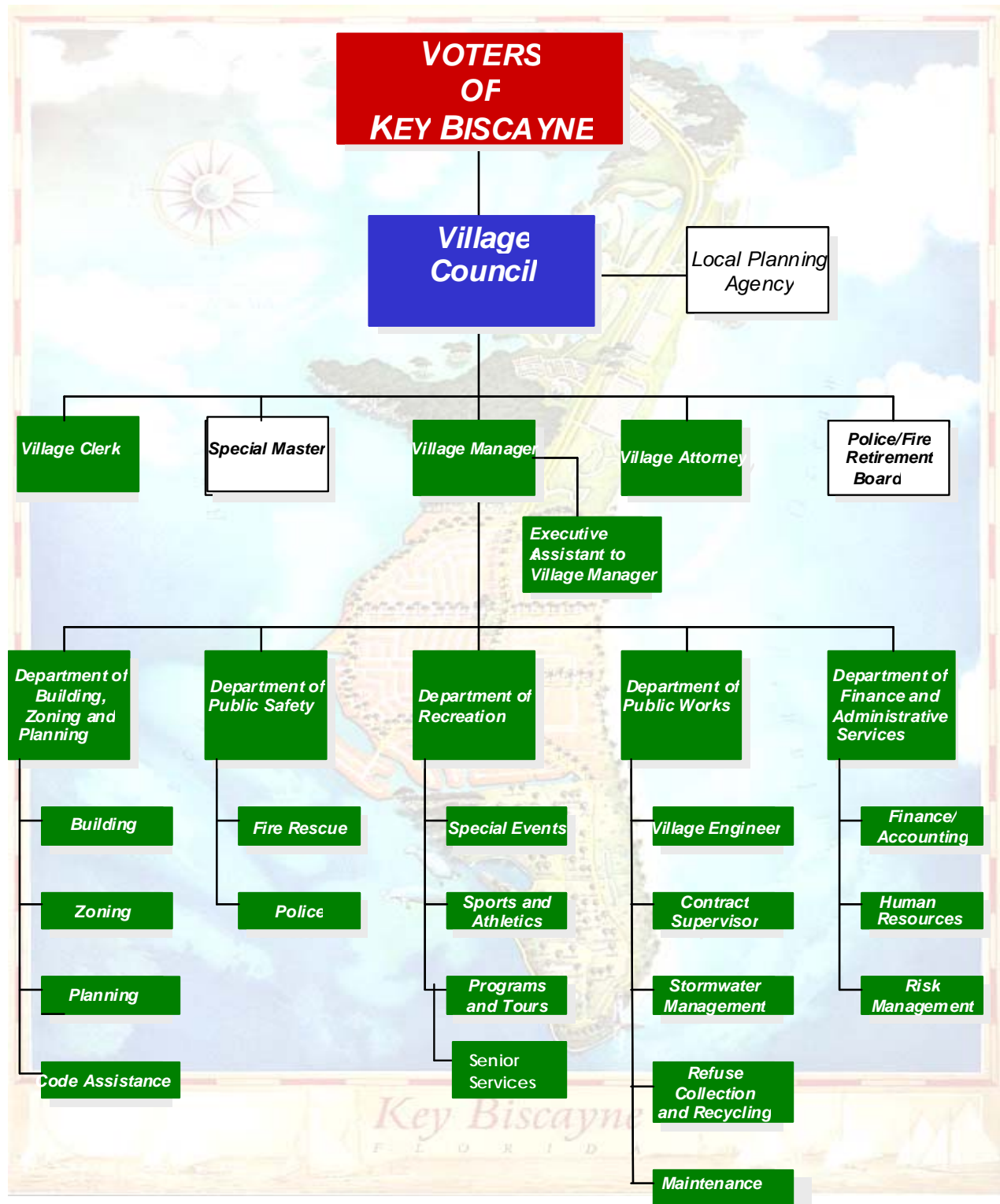
"TO PROVIDE A SAFE,
QUALITY COMMUNITY ENVIRONMENT FOR ALL
ISLANDERS THROUGH RESPONSIBLE
GOVERNMENT."

Community Character: Key Biscayne should be a residential community. Development policies should protect residential character. Future residential development should be at the lowest densities consistent with protection of reasonable property rights. Hotels should be permitted in order to provide ocean access opportunities and respect an established land use pattern; however, they should be modest in size as not to overpower the community's residential character. Other commercial development should be sized to meet the needs of residents and hotel guests. Office development should be limited to the minimum amount practical in light of existing development patterns.

VILLAGE OF KEY BISCAIYNE

ORGANIZATIONAL CHART

The Village Manager, who reports directly to the Village Council, manages the Village of Key Biscayne's day-to-day operations. The Village Manager appoints the Five Department Heads.



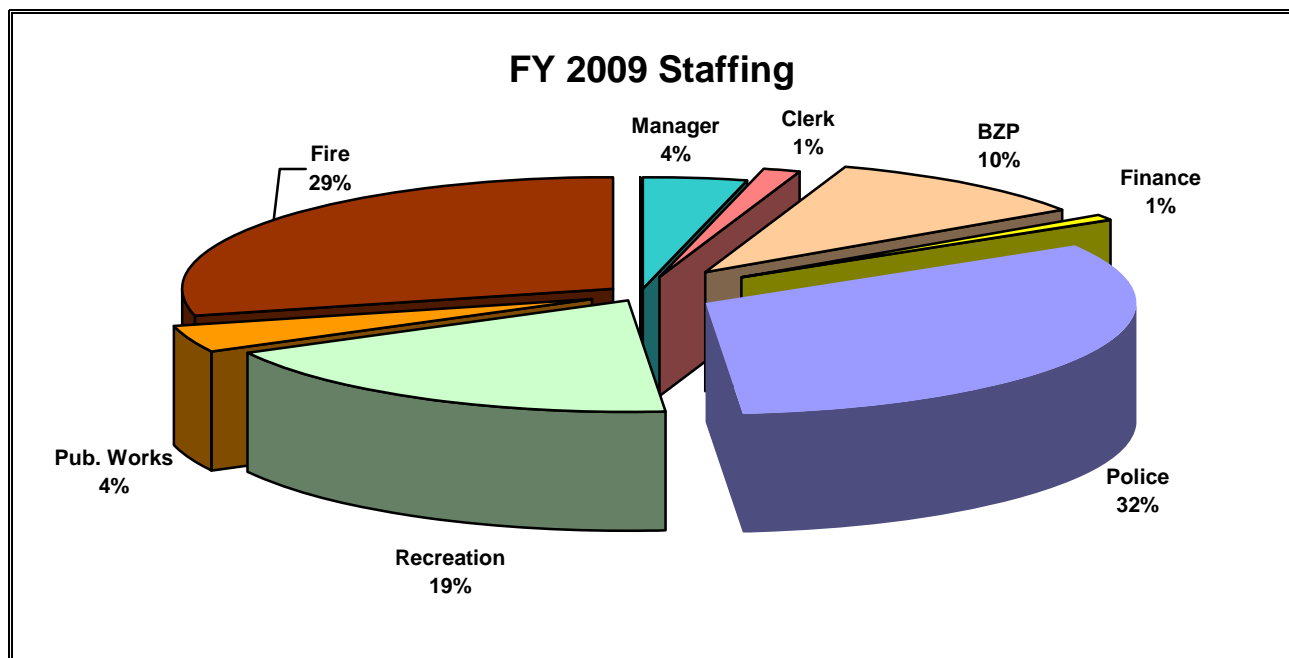
AUTHORIZED POSITIONS

FISCAL YEARS 2002-2009

The Chart below shows the distribution of authorized General Fund full and part-time positions, by departments, for the twelve month period for the years 2003 through 2009. The number of full and part-time employees for Fiscal Year 2009 has increased with the addition of a Customer Service Representative, Building Property Manager and Special Projects Coordinator.

SUMMARY

Department	2003	2004	2005	2006	2007	2008	2009
Office of the Village Manager	2.5	3.5	4.0	3.0	3.0	3.0	5.25
Finance and Administrative Services	1	1	1	1	1	1	1
Office of the Village Clerk	2	2	2	2	2	2	2
Building, Zoning and Planning	12.5	12.5	13.0	13.0	14.0	14.0	14.0
Police Department	40	43.5	43.5	43.5	43.5	43.5	43.5
Public Works Department	5	5	5	5	5	5	5.25
Fire Rescue Department	34	35	39	39	39	39	39
Recreation Department	4	4	25	25	25	25	25.5
Total Authorized Positions	101	104.5	132.5	131.5	132.5	132.5	135.5



ABOUT KEY BISCAYNE

Key Biscayne is a prestigious, residential community which is seven mile long, two mile wide barrier island only minutes from downtown Miami and is in Miami-Dade County. It is the southern most barrier island in the United States of America. Two ocean resorts attract visitors throughout the year. Local retail business activity serves the needs of the community residents and visitors to the island. For additional information, please consult the inside front cover.

General Information	
Form of Government	Council-Manager
Governing Body	<u>Village Council:</u> 6 Council members and 1 Mayor Elected at large through non-partisan elections. Mayor is elected to a two year term and Council elected to a four year term.
Date of Incorporation	June 18, 1991
Population (Estimate provided by the University of Florida)	1995 8,892 1999 9,689 1997 8,937 2000 10,532 Census 1998 9,471 2007 11,433
Village Services	Full Service including Police, Fire Rescue, Recreation, Building, Zoning and Planning, refuse collection and disposal and stormwater management.
Services provided by Miami-Dade County	Library, schools, water and sewer, and certain public works functions.
Location	
Area	1.25 Square Miles
Location	Latitude 25.42 North Longitude 80.16 West
Elevation	5 ft. above sea level
Miles of Streets	22.4 miles
Fire Protection	
Number of Stations (Class 3)	1
Fire Hydrants	169
Emergency Response Time	Less than 3 minutes
Number of Rescue Trucks (Ambulances)	2
Police Protection	
Number of Stations	1
Economics	
Average Age	40.1 years
Average Household Income	\$92,604
Area Historic Sites (5)	Florida Lighthouse, Calusa Park, Bear Cut, Key Biscayne Archeological Zones, and 1855 U.S. Coast Guard Monument Marker

ABOUT KEY BISCAYNE

Public Education	
Attendance Centers	1
Number of Students	1,035
Number of Teachers	75
Utilities	
Electricity	Florida Power & Light
Telephone	BellSouth Telephone Company
Miami-Dade Water & Sewer Department	1,725
Average Daily Consumption	2,500,000
Sewers	807
Refuse Collection & Recycling Services	
Participants	Single Family Homes
Customers	1,300 @ \$420 per annum
Stormwater Utility Fee	
Single Family Home Rate	\$7.50 per month
Multi-Family Unit Rate	\$5.00 per month
Commercial Rate	Varies according to impervious area
Recreation and Culture	
Number of Parks: Four (15.5 acres) Master Plan: 2.5 acres per 1,000 population (25 acres)	Village Green 9.5 acres(Best Park in County); Oceanfront Park 2.0 acres; Lake Park 1 acre; Calusa Park 3.76 acres
Community Center	38,000 Square feet
Number of Libraries - Miami-Dade Branch	1 299 Crandon Boulevard
Houses of Worship	
Churches	4
Housing	
Units	5,665
Single Family Homes	1,280
Multi-Family Units	4,686
Commercial Property	
Shopping Centers	232,682 square feet (7 Centers)
Communications	
Newspaper (Weekly)	Islander News
Adelphia Cable Communications	5,600 customers
Local Cable Channel	Channel 77
World Wide Web Site	http://www.keybiscayne.fl.gov

The Village fiscal year begins October 1 and ends September 30 of the following year. Preparation of the budget begins in February of each year. The Council adopted millage rate in July for use on the Notice of Proposed Taxes to be mailed to all property owners on August 28, 2008. In accordance with state law, tentative millage rates are adopted at the first public budget hearing in September and these rates cannot be increased at the second budget hearing. Additionally, the tentative rates cannot exceed the preliminary rates adopted by the Council in July except by re-notifying by mail all affected property owners. Below is an outline of the budget calendar for the 2009 budget.

ACTION**DATE**

- | | | |
|-----|---|-----------------------------|
| 1. | Staff meeting to begin preparation of 2009 Annual Budget | January 21, 2008 |
| 2. | Departmental Review | February through June, 2008 |
| 3. | Certification of Taxable Values by Miami-Dade County Property Appraiser is finalized. | July 1, 2008 |
| 4. | Proposed FY 2009 Budget presented by Village Manager to Village Council. | June 17, 2008 |
| 5. | Proposed millage rate adopted for 2009 and selects public hearing dates. | July 8, 2008 |
| 6. | Notice of proposed tax bill and Public Hearing dates. | August 22, 2008 |
| 7. | First Public Hearing and tentative mill rate adopted. | September 9, 2008 |
| 8. | Final Budget Hearing and adoption of the 2009 Budget. | September 23, 2008 |
| 10. | Start of new Fiscal Year | October 1, 2008 |

ABOUT KEY BISCAYNE

VILLAGE OF KEY BISCAYNE DEMOGRAPHIC PROFILE	
Hispanic or Latino and Race	
Hispanic or Latino (of any race)	5,231
Mexican	193
Puerto Rican	116
Cuban	1,632
Other Hispanic or Latino	3,290
Not Hispanic or Latino	5,276
White Alone	5,058
Households by Type	
Total Households	4,259
Family Household (Families)	2,900
With Own Children Under 18 Years	1,375
Married-Couple Family	2,469
With Own-Children Under 18 Years	1,141
Female householder, no husband present	328
With Own Children under 18 Years	188
Nonfamily Households	1,359
Householder living alone	1,187
Householder 65 Years and Over	403
Households with individuals under 18 years	1,411
Households with individuals 65 years and over	1,192
Average Household size	2.47
Average Family size	2.99
Housing Occupancy	
Total Housing Unites	6,378
Occupied Housing Units	4,259
Vacant Housing Units	2,119
For Seasonal, Recreational, or Occasional Use	1,283
Average Per Capital Income*	37,629
Unemployment Rates ** (2000)	
Miami-Dade County	5.6%
Village of Key Biscayne	2.6%

Total residents: 10,507

Source: Bureau of Census, 2000 Census

*Source: Bureau of Census, Income Division, 2000 Census Info Not Available At this Time

** Source: State Department of Labor

ANNUAL BUDGET PROCEDURES

FISCAL YEAR 2009

In accordance with the Village of Key Biscayne Charter, Article III, (Section 3.03, Powers and Duties of the Village Manager [Subsection 5]), the Village Manager must prepare and submit to the Council a proposed budget and capital program.

BALANCED BUDGET

Each annual budget adopted by the Council shall be a balanced budget in accordance with the Village of Key Biscayne Charter, Article IV, (Section 4.05a).

BUDGET ADOPTION

The Council shall by ordinance adopt the annual budget on or before the last day of September of each year. If it fails to adopt the annual budget by this date, the Council may by resolution direct that the amount appropriated for current operations for the then ending fiscal year be deemed appropriate for the ensuing fiscal year for a period of fifteen (15) days and may be renewed by resolution each fifteen (15) days, with all items in it prorated accordingly, until such time as the Council adopts an annual budget for the ensuing fiscal year. An ordinance adopting an annual budget shall constitute appropriations of the amounts specified therein. (Section 4.05b)

SPECIFIC APPROPRIATION

The budget shall be specific as to the nature of each category of appropriations therein. Further changes such as transferring of available funds within a specific department, may be authorized by the Village Manager. Reasonable appropriations may be made for contingencies, but not within defined spending categories. (Section 4.05c)

BUDGET AMENDMENTS

The annual budget is adopted by ordinance and may only be amended by ordinance. Contingency funds may only be transferred by the budget amendment process. (Section 4.07 a-b)

BUDGET BASIS

The General or Operating Fund, Budget of the Village of Key Biscayne is prepared on a modified accrual basis. Briefly, this means that obligations of the Village, such as outstanding purchase orders, are considered as encumbrances and are budgeted as expenses. Revenues are recognized only when they are actually received. The Village follows guidelines established by the Florida Department of Banking and Finance, the Government Finance Officers Association in association with the American Institute of Certified Public Accountants, the Charter of the Village of Key Biscayne and the Auditor General of the State of Florida.

The Comprehensive Annual Financial Report (CAFR) shows the status of the Village's finances on the basis of "Generally Accepted Accounting Principles" (GAAP). In most cases this conforms to the method by which the Village prepares its budget. The Comprehensive Annual Financial Report shows fund expenditures and revenues on both a (GAAP) basis and budget basis for comparison purposes. Except that (GAAP) does not take encumbrances into account until they become payable.

ENTERPRISE FUNDS

Solid Waste Fund, Stormwater Utility Fund and Sanitary Sewer Fund are budgeted on a full accrual basis. Not only are expenditures recognized when a commitment is made, but revenues are also recognized when they are obligated to the Village.

VILLAGE OF KEY BISCAYNE

FUND STRUCTURE AND DESCRIPTION

Finances of the Village of Key Biscayne are organized according to the specific purposes for which the monies will be spent. This organization method is called fund budgeting and fund accounting and is the standardized method for government finance purposes. Funds are established to account for different types of activities that governments engage in and to ensure compliance with various legal restrictions placed on their use.

In Fiscal Year 2009, the Village of Key Biscayne will operate with the following six funds: General Fund, Stormwater Utility Fund, Solid Waste Fund, Sanitary Sewer Improvement Fund, Capital Improvement Fund, and Civic Center Fund. The chart on the following page illustrates the flow of money within and between these funds. The six funds listed above can be grouped into three broad categories according to their general characteristics: General Fund, Enterprise Funds, and Capital Project Funds.

The General Fund group consists of just one fund – General Fund. The General Fund is used to account for general Village operations and services that cannot be charged to any other fund.

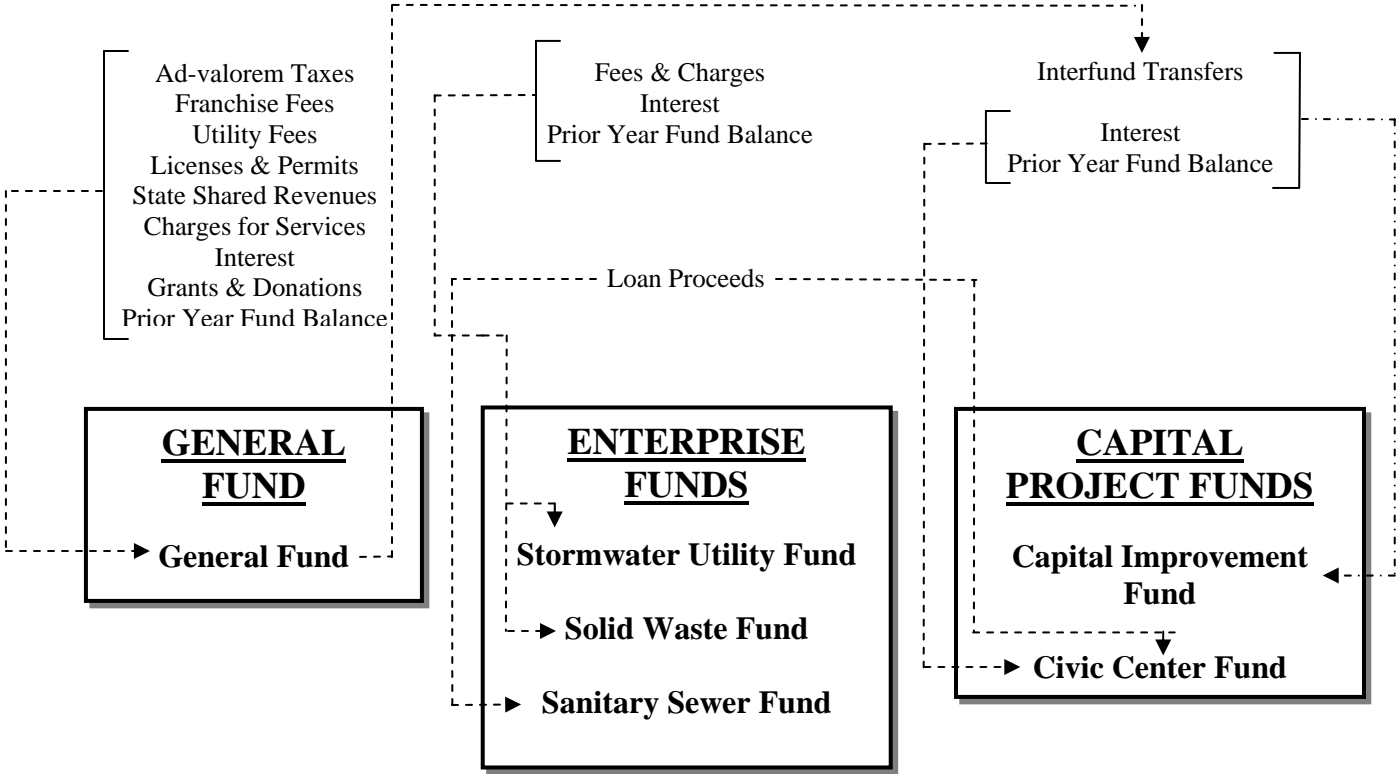
The Enterprise Fund group consists of three funds – Stormwater Utility Fund, Solid Waste Fund, and Sanitary Sewer Improvement Fund. The Stormwater Utility Fund is used to account for costs and revenues associated with the operation and maintenance of the Village's stormwater utility system. The Solid Waste Fund is used to account for the costs and revenues associated with the curbside collection and disposal of solid waste as well as recycling of useful materials. Lastly, the Sanitary Sewer Improvement Fund is used by the Village to account for the costs and revenues of the construction and operation of a sanitary sewer collection and transmission system to serve the currently un-sewered portions of the Village.

The last group of funds, Capital Project Funds, is comprised of the Capital Improvement Fund and the Civic Center Fund. The Capital Improvement Fund is used to account for the financial resources used for acquisition or construction of major capital facilities and improvements. Worth noting is the fact that the Capital Improvement Fund is funded entirely through an interfund transfer from the General Fund. The Civic Center Fund is used to purchase land and construct the Village's Civic Center.

VILLAGE OF KEY BISCAYNE

FLOW OF FUNDS STRUCTURE

Sources of Funds:



Uses of Funds:

General Government
Operations

Environmental Facilities

Capital Facilities and
Improvements

Permanent Community
Facilities

To: Honorable Mayor and Members of the Village Council

From: Genaro "Chip" Iglesias, Village Manager

Subject: Adopted Fiscal Year 2009 General Fund Budget in Brief

Date: December 15, 2008

At this time, I am pleased to present the Adopted Fiscal Year 2009 General Fund Budget in Brief for the Village of Key Biscayne. This represents a brief overview of the adopted total operating budget of \$27,723,139 an increase of \$577,173 or 2.13% over Fiscal Year 2008. Overall increases in the Village Budget can be attributed to an increase in personnel expenses which include an insurance expense and additional reserve allocations. The estimated property assessment for Fiscal Year 2009 is \$6.435 billion, representing a decrease from last year of 1.22%.

Adopted Millage

The Village of Key Biscayne continues to hold the distinction of having the lowest millage rate of any municipality in Miami-Dade County. While, other cities are considering possible increases to their millage rates, the Village has maintained the millage at 3.20, including fire and rescue service.

REVIEW OF REVENUES

General fund revenues are expected to total \$27,723,139 which represents a 577,173 or 2.13% increase over the previous year's budget of \$27,145,966. Ad Valorem taxes account for almost 70.56% of the revenues.

BUDGET IN BRIEF

FISCAL YEAR 2009

Below is a breakdown of the General Fund Revenues.

General Fund Revenues	Adopted FY 2008	Adopted FY 2009	Difference	Percent Changed
Ad-valorem	\$19,802,903	\$19,561,571	<\$214,322>	-9.01%
Franchise Fees	860,000	1,065,000	205,000	23.83%
Utility Taxes	2,365,095	2,584,530	219,435	-9.28%
Licenses & Permits	1,075,000	1,075,000	0	0%
State Shared Revenues	999,000	937,638	<61,362>	-6.14%
Charges for Services	1,647,968	2,193,400	545,432	33.09%
Interest	388,500	298,500	90,000	-23.17%
Grants & Donations	7,500	7,500	0	0%
Total Revenues	\$27,145,966	\$27,723,139	\$577,173	2.13%

REVIEW OF EXPENDITURES

Total fund expenditures for the 2009 fiscal year are estimated at \$24,486,985 an increase of \$1,876,003 or 8.3% over the 2008 budget. The majority of the increase is associated with personnel services category, debt service payments have increased because of additional borrowing, maintenance costs for the Civic Center. Below is a breakdown of the Adopted FY 2009 General Fund Expenditures as compared to the FY 2008 Budget.

General Fund Expenditures	Adopted FY 2008	Adopted FY 2009	Difference ±	Percent Changed
Village Council	\$468,963	\$474,688	\$5,725	1.22%
Administration	938,822	1,079,552	140,730	14.99%
Village Clerk	451,276	452,824	1,548	.34%
Village Attorney	383,000	483,000	100,000	26.11%
Debt Service	3,179,902	3,335,456	155,554	4.89%
Building, Zoning & Planning	1,640,645	1,687,548	46,903	2.85%
Police	5,104,248	5,368,707	264,459	5.18%
Fire Rescue	5,568,523	6,160,922	592,399	10.64%
Public Works	1,921,489	1,977,948	56,459	5.53%
Recreation	2,956,003	3,466,299	510,296	17.26%
Total Expenditures	\$22,610,982	\$24,486,985	\$1,876,003	8.30%

DEPARTMENTAL HIGHLIGHTS

Building Zoning & Planning: Fiscal Year 2009 will represent the eighth consecutive year that the Building Division's revenue will be approximately the same as expenses. This is due to the high level of building permits being issued for the rehabilitation and/or additions and construction of new single family homes and condominium unit renovations.

The planning Division provides staff to the Art in Public Places Board, the Crandon Boulevard Master Plan Implementation Committee, the Crandon Boulevard Zoning and Development Committee, and the Noise Committee.

Police Department: The Fiscal Year budget for 2009 reflects an increase of \$264,459 or 5.18% over FY 2008. Fiscal Year 2009 has brought about several changes within the Key Biscayne Police Department. The goal of the departments Community Policing philosophy is being reinforced and reintroduced throughout the organization. The department will continue to teach its Citizens Police Academy, keeping with tradition from the previous administration. It will continue to provide programs such as the Bicycle Safety Rodeos, School Crisis Emergency Planning and Coordination, and Halloween Safety Program. We will continue to provide quality training programs for the officers to ensure that they have the most up to date information possible and to prepare them for advancement. In addition, we will continue to maintain policies and procedures necessary to maintain the CALEA accreditation.

Fire Rescue Department: The Fiscal Year 2009 budget for the Department reflects an increase of \$592,399 or 10.64% over FY 2008. This increase is primarily attributed to increases in personnel expenses. Federal and State grants will be utilized by the Department to update training and equipment for its responsibility as first responders to incidents other than fire and/or medical emergencies. The department will continue to offer the Community Emergency Response Team (CERT) program. The Department will continue to enhance the quality of life for its residents by continuing to offer Citizen CPR, First Aid and Accident Prevention Classes.

Public Works Department: Fiscal year 2009 brings new challenges to the Public Works Department with the implementation Crandon Boulevard Master Plan and the construction of the sanitary sewers. The Fiscal Year 2009 budget has an increase of \$56,459 due personnel expenses and added contractual services. The Public Works Department will continue to meet the needs and requests of residents concerning landscaping, Village public right of way, storm water maintenance, refuse collection, sidewalks, beach maintenance and street cleaning. The Public Works Department along with the Village Manager's office will work closely with

BUDGET IN BRIEF

FISCAL YEAR 2009

C3TS on the Sanitary Sewer project. The Public Works Department will continue its role as liaison to FPL, Miami-Dade Water and Sewer Department, Miami-Dade County Public Works Department, Comcast and Bell South.

Recreation Department: With the addition of the Community Center, the Recreation Department will go above and beyond in providing islanders quality recreational programs. In 2009, an Athletic Department was organized to take over the athletic programs formerly administered by the Key Biscayne Athletic Club. The department provides a wide variety of services, classes, special events, and activities to the residents of Key Biscayne. The Community Center offers residents an Olympic sized pool, gymnasium, wellness center, aerobic room, teen/youth room, toddler room, play station, computer lab, arts and craft room, adult room and a multipurpose room. Through improvements to the actual building, more diverse programs are planned. The department will continue to successfully identify alternative sources of funding such as grants, sponsorships, and donations.

Office of the Village Manager: Special emphasis on the need to communicate and disseminate accurate and timely information to our residents. The Manager will continue to work with staff on utilizing all available resources at our disposal to inform the public. The gavel-to-gavel broadcast of Village Council meetings will be improved with the update of video equipment. The office will continue to work on the Village website in order to provide more valuable information.

The Village Manager's Office will continue to work closely with county, state and federal officials in locating funds for the Village Sanitary Sewer Project. The Village will receive \$5.1 million from the County General Obligation Bond Program and \$1 million from the federal government for the sewer project. The Village received \$8 million from Miami Dade Water and Sewer Department for the installation of the purple pipes.

FISCAL YEAR 2008 HIGHLIGHTS

The following is a breakdown of activities and/or projects this government has undertaken during the 2008 Fiscal Year. It continued projects and contracts for municipal services begun in previous years and initiated new community improvements and programs.

1. Third Annual Town Meeting and Public Information Program

The annual Town Meeting, State of the Village Address, and Volunteer Appreciation Reception was held on April 24, 2008.

2. Sanitary Sewer Project

June 27, 2006 Council meeting, the Village Council approved Ordinance 2006-6 authorizing construction of the sanitary sewer and water line improvement project. The scope of work according to the Village includes: Installation of the sanitary sewer system (sewer laterals, gravity sewers, manholes, pump station construction (Zone 2/3) and upgrades (Zone 1) and other components) in Zones 1, 2/3 and 4. Replacement of the old asbestos cement water pipes within the sanitary sewer improvement area, and restoration of pavement, landscaping and other areas affected by the installation. Completion of Zones 1 and 4 is estimated for December. On April 30, 2008, the Village Council approved the contract with Trans Florida Development Corp. for the construction of Zone 2/3 which is estimated to be completed December of 2009. On May 13th, the Village Council approved the agreement with Conquest Engineering for the construction of the reclaimed water distribution system.

4. Village Website

In an age of technology, it is necessary to provide Village residents with the most up to date information possible. The Village continued working closely with Henny Groschel Becker in the update of the village website. Ms. Groschel-Becker is constantly updating the website to provide our residents with current information.

5. National Flood Insurance Community Rating System

The Village of Key Biscayne has now been officially notified by the Federal Emergency Management Agency, (FEMA) that it has been "...verified as a Class 7 community in the National Flood Insurance Community Rating System..." This means that flood insurance policies issued or renewed "will receive a 15 percent premium discount." The staff is looking to lower the

rating to a Class Six by certain Council actions.

6. Crandon Boulevard Master Plan

The Crandon Boulevard Master Plan study was approved by the Village of Key Biscayne and Miami-Dade County in an inter-local agreement dated February 8, 2002. Scope of work items were suggested by the Village Council, an 18-member citizen Advisory Committee appointed by Council on January 26, 2003, consultants and advisors, and members of the public. The recommendations of the Advisory Committee discussed were presented to the public in a hearing on January 29, 2004, and to the Village Council on February 24, 2004. The Master Plan goals and objectives fall into the six general categories: Improved Public Safety, Easing of Traffic Congestion, Traffic Calming, Pedestrianization, Improved Mass Transit, Streetscape Improvements. Construction began in July of 2005. Phase 2 was completed in the fall of 2006 and Phase 3 was completed in Fiscal Year 2008. A ribbon-cutting ceremony was held on April 10, 2008 to celebrate the completion of the project.

7. Harbor Drive Improvements

Improvements along the north side of Harbor Drive from Fernwood Road to Woodcrest Road began in the summer. The scope of work included wider sidewalks and on-street parking along the St. Agnes Catholic Church and ball fields' frontage.

8. Art In Public Places

In FY08, the Board approved a suggestion that artwork be incorporated in the Phase 3 Crandon Boulevard Project. Upon a recommendation from the Board, the Village Council entered into an Agreement with Jose Bedia to design artwork in five (5) of the plazas that are being constructed as part of the Phase 3 Crandon Boulevard Project. The five (5) plazas were completed in September 2008. The contract also included five (5) drawings depicting the installed artwork. These drawings are now displayed in the Community Center.

9. Fire Department Re-Accreditation

On August 14th, 2008, the Commission on Fire Accreditation International unanimously approved the second Re-Accreditation of the Department for 2008-2013. On that date, the Department was one of only four Fire Departments internationally with such a distinction.

10. Charter High School

On May 13, 2008, the Village Council authorized the contract with Fielding Nair International LLC, to prepare a feasibility study for a municipal charter high school. The consultant will develop several best practice models for a Municipal Charter High School. Specifically, the viability of a Small Learning Community Model with Approximately 400 students. The consultant will conduct four workshops and prepare a report to council for early January 2009.

11. Beach Renourishment

2009 FORECAST

The following is a breakdown of upcoming activities or projects the Village Government will undertake during Fiscal Year 2008. This Budget continues projects and contracts for municipal services begun in previous years and initiates new community improvements and programs.

1. 2009 Budget

The adopted 2009 Annual Budget for all funds was \$ 32,921,895 and is broken down into the following funds: General Fund is \$27,723,139; Solid Waste Fund is \$639,055; Stormwater Improvement Fund is \$510,000; Capital Improvement Fund is \$3,311,194. The mill rate is 3.20 mills.

2. Sanitary Sewer Project

June 27, 2006 Council meeting, the Village Council approved Ordinance 2006-6 authorizing construction of the sanitary sewer and water line improvement project. The scope of work according to the Village includes: Installation of the sanitary sewer system (sewer laterals, gravity sewers, manholes, pump station construction (Zone 2/3) and upgrades (Zone 1) and other components) in Zones 1, 2/3 and 4. Replacement of the old asbestos cement water pipes within the sanitary sewer improvement area, and restoration of pavement, landscaping and other areas affected by the installation. The Village awarded the construction of Zone 1 and zone 4 to Metro Equipment Services, Inc. Construction in these zones began in October of 2007. On April 30, 2008, the Village Council approved the contract with Trans Florida Development Corp. for the construction of Zone 2/3 which is estimated to be completed December of 2009. On May 13th, the Village Council approved the agreement with Conquest Engineering for the construction of the reclaimed water distribution system.

3. Purple Pipes

The Miami-Dade County Water and Sewer Department (WASD) and the Village of Key Biscayne will be partners in the first alternative water supply project in Miami-Dade County. "Purple pipes" to provide reclaimed water for irrigation in public areas will be installed in conjunction with new sanitary sewers and replacement mains for potable water. Treated wastewater will be transported in a new water main to Key Biscayne once the proposed reuse plant at the Central District Treatment Plant on Virginia Key is in service.

The Links at Crandon Park public golf course at the north end of the island also will be irrigated with reclaimed water.

4. Capital Improvement Plan:

Historically, the Village Council adopted a 1 Year Capital Improvement Plan through a process that was called "Goals and Objectives". In order to provide for a more comprehensive approach towards planning and financing capital projects, the Council directed staff to prepare a 5 Year Capital Improvement Plan. On May 13th, the Village hired the firm of Keith and Schnars to prepare the Capital Improvement Plan. FY09 will be the first year that will include this information. The 5 Year Capital Improvement Plan will increase our ability to manage revenues and expenses on a project by project basis. It is our goal to complete the CIP in early FY09.

5. Recreation and Open Space Charrette

This Charrette is designed to address the recreation and open space needs Village-wide and to recommend a use and general site plan for property at 530 Crandon Boulevard. On May 13th, the Village hired IBI Group to conduct the Recreation and Open Space charrette. The workshops and Charrette will take place in late January 2009.

6. Municipal Charter High School.

The Building and Zoning Department is assisting Mr. Prakash Nair, a consultant in the preparation of a feasibility study regarding the establishment of a municipal high school within the Village. The Village hired Fielding Nair International LLC, on May 13th. Fielding Nair conducted workshops in October and November to gain public input on the possibility of a Charter School on Key Biscayne. Mr. Nair will present his report to Council in January of 2009.

7. Zoning Ordinance Review Committee

This Committee was created by the Council January 2007. The Council directed the Committee to review the Zoning and Land Development Regulations and if necessary recommend changes. The Committee will submit its recommendations to the Village Council in early 2009. Should the Council decide to move forward with their recommendations, it is our goal to provide the necessary administrative services.

8. Calusa Park Redesign At the direction of Council, Staff has developed a site plan that assembles the open space into one large playing field and relocating

the existing uses in a more efficient manner within the Park. The Village Council approved the design and directed the Administration to proceed with obtaining approval through the Miami-Dade County Commission and the Crandon Park Master Plan Amendment Committee. Staff will assist in this effort.

9. Chamber of Commerce

Funds are included in this budget to continue the contract with the Chamber of Commerce. Under the terms and conditions of this contract, the Chamber has assumed the business and tourism promotional activities for the community. This private-public partnership was initially approved in 1995.

10. Public Information Campaign

The Village is currently working on preparing a tri-annual community newsletter that will be mailed out to all residents in February, May and October. This newsletter will update residents on Village business. The Village is working with Atlantic Radio to install a 10 Watt TIS Tower and Radio Station. The Radio Station will commence in late January 2009. The Radio Station will provide residents and visitors information of the Village.

2009 BUDGET MESSAGE

GENERAL FUND BORROWING

This Chart projects the available borrowing capacity for the next five years. The current outstanding debt is \$39,839,010, which includes the Civic Center, Sanitary Sewer, and all phases of the Crandon Blvd. Project.

The Village will be in compliance with the 1% of assessed value borrowing limit for all years. Available borrowing as of October 1, 2008 will be \$24.5 million.

General Fund Borrowing

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Assessed value	\$6,514,112,802	\$6,434,727,418	\$6,434,727,418	\$6,434,727,418	\$6,434,727,418	\$6,434,727,418
Revenues	\$27,145,966	\$27,723,139	\$29,576,805	\$31,055,645	\$32,608,427	\$32,608,427
Expenditures	\$19,431,080	\$19,913,097	\$20,908,752	\$21,954,189	\$23,051,899	\$23,051,899
Available for Debt Service and capital Outlay	\$7,714,886	\$8,255,288	\$8,668,053	\$9,101,456	\$9,556,528	\$9,556,528
Capital Outlay	\$4,534,984	\$5,554,845	\$5,967,610	\$6,401,013	\$6,856,085	\$6,856,085
Available for debt Service	\$ 3,179,902	\$2,700,443	\$2,700,443	\$2,700,443	\$2,700,443	\$2,700,443
Total Borrowing Capacity						
6% for 20 Years	\$65,141,128	\$63,857,390	\$68,008,120	\$72,428,648	\$77,136,510	\$77,136,510

DEBT LIMITS

1% Assessed value	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Assessed Value	\$6,514,112,802	\$6,434,727,418	\$6,434,727,418	\$6,434,727,418	\$6,434,727,418	\$6,434,727,418
Limit	\$65,141,128	\$64,347,274	\$64,347,274	\$64,347,274	\$64,347,274	\$64,347,274
Current debt outstanding	\$34,120,655	\$39,839,010	\$37,584,796	\$35,247,578	\$32,915,548	\$30,932,860
Anticipated debt	\$34,120,655	\$39,839,010	\$37,584,796	\$35,247,578	\$32,915,548	\$30,932,860
Additional Debt capacity	\$31,020,473	\$24,508,264	\$26,762,478	\$29,099,696	\$31,431,726	\$33,414,414
15% of general Fund Exp.						
General Fund expenditures	\$22,610,982	\$26,827,034	\$28,168,385	\$29,576,805	\$31,055,645	\$32,608,427
Limit	\$3,391,647	\$4,024,055	\$4,225,258	\$4,436,521	\$4,658,347	\$4,891,264
Current debt Service	\$3,179,902	\$ 3,179,902	\$ 3,179,902	\$ 3,179,902	\$ 3,179,902	\$ 3,179,902
Status	UNDER	UNDER	UNDER	UNDER	UNDER	UNDER

2009 BUDGET MESSAGE

TOTAL ASSESSED PROPERTY VALUES			
Fiscal Year	Assessed Value	Difference	Increase (Decrease)
1989	\$1,040,997,329		
1990	\$1,262,010,110	\$2,210,128	21.23%
1991	\$1,424,569,428	\$1,625,593	12.88%
1992	\$1,574,025,124	\$1,494,557	10.49%
1993	\$1,617,141,088	\$431,160	2.74%
1994	\$1,560,057,130	(\$570,840)	-3.53%
1995	\$1,741,921,584	\$1,818,645	11.66%
1996	\$1,767,457,006	\$255,354	1.47%
1997	\$1,861,243,132	\$937,861	5.31%
1998	\$2,003,049,232	\$1,418,061	7.62%
1999	\$2,028,174,208	\$251,250	1.25%
2000	\$2,223,956,515	\$1,957,823	9.65%
2001	\$2,499,049,161	\$2,750,926	12.37%
2002	\$2,731,833,645	\$2,327,845	9.31%
2003	\$3,259,919,981	\$5,280,863	19.33%
2004	\$3,661,114,546	\$4,011,946	12.31%
2005	\$3,875,335,514	\$2,142,210	5.85%
2006	\$4,287,674,948	\$4,123,394	10.64%
2007	\$5,630,046,023	\$13,423,711	31.31%
2008	\$6,514,112,802	\$8,840,668	15.70
2009	\$6,434,727,418	(\$793,854)	-1.22%

PROJECTIONS

Fiscal Year	Assessed Value	Difference	Increase
2010	\$6,434,727,418	\$0	0%
2011	\$6,434,727,418	\$0	0%
2012	\$6,434,727,418	\$0	0%

2009 Village of Key Biscayne Village Council Goals and Objectives

Introduction:

Since incorporation of the Village, the Council of the Village of Key Biscayne has adopted Goals and Objectives. These Goals and Objectives are one of the primary factors utilized for the development of the Annual Operating Budget and the Five (5) Year Capital Improvement Program (CIP). The CIP is updated annually.

The Village Council created a Vision Plan that establishes quality of life goals and objectives, standards, ideals, and aspirations for the Village from the present to 2020. The Vision Plans translates these abstracts associations into quantifiable actions that can be implemented. The plan includes a detailed Capital Improvement Plan (CIP) that each council will use as it considers projects for the Annual Goals and Objectives. The 2020 Vision Plan includes 51 projects that are sorted into three groups. Each group is scheduled for implementation in five year increments.

2020 VISION PLAN -- CAPITAL IMPROVEMENTS PLAN [as modified by the 2020 Vision Plan/EAR Committee on 1/16/06]

Evaluation Score Categories: Group 1 = 37 to 30 pts, Group 2 = 29 to 25 pts, and Group 3 = 24 to 1 pts.

Priority Group Time Assignments: Group 1 = 1 to 5 yrs, Group 2 = 6 to 10 yrs, and Group 3 = 11 to 15 yrs.

GROUP 1 PROJECTS

Proj. ID	Project Category	Project Description	Low Cost	High Cost	Sub Comm. Score (37 High)	Sub Comm. Group by Score	Sub Comm. Group Assignment (based on 1M1 meeting)	Total Comm. Group Assignment (based on 1M6 meeting)	Total Comm. Final Group Assignment (based on 2M5 meeting)
10	\$60 Cranden Blvd. Village property	Uses to be determined through separate programming/planning process. (Estimates reflect potential improvements ranging from sod to a two-story structure and landscaped open spaces).	\$20,000	\$9,000,000		under consideration	under consideration	1	1
51	Stormwater Drainage	100 Block of Buttonwood Dr.	\$200,000	\$200,000	34.8	1	3	1	1
52	Stormwater Drainage	Woodcrest Ln. from Heather Dr. to W. McIntyre St.	\$200,000	\$200,000	34.8	1	3	1	1
53	Stormwater Drainage	Glenridge Rd. from Heather Dr. to W. McIntyre St.	\$200,000	\$200,000	34.8	1	3	1	1
14	Bay Access	Matheson Dr. View Corridor to Bay: 20 ft. view corridor from W. Matheson Dr. to Bay	\$0	\$0	33.8	1	2	1	1
8A/15	Community Parks/Playing Fields	Option 1: Presbyterian Church (not a purchase-a joint use agreement): Bayfront Park, Playing Field, Canal Bay Access Park, Mangrove Interpretive Park, floating fishing pier over water (3,000 SF). Low Estimate Option 2: Bayfront Park on Harbor Drive - small shade structure, sitting areas, pier, trees, grass on 1 lot. High estimate	\$4,500,000	\$10,000,000	32.5	1	2	1	1
26	Improve Traffic Circulation	Interconnections between adjacent shopping centers: pedestrian connections where possible, golf cart, and vehicular connections to shopping centers with landscape improvements.	\$50,000	\$75,000	32.5	1	2	1	1
11	Calusa Park	Baseball/soccer field, parking lot, tennis court, pavilion, bathrooms (no removal of mangroves)	\$500,000	\$750,000	32.3	1	2	1	1
3	Beach Improvements	Beach Renourishment - cost is Village match	\$500,000	\$600,000	32	1	1	1	1
55A	Street Lighting Master Plan	All streets in Village	\$1,500,000	\$1,500,000			1	1	1
22	Buffer of Commercial Areas	Fernwood Rd. east side landscaping from sidewalk to wall; pedestrian access to commercial centers	\$25,000	\$50,000	31	1	2	1	1
6	View Corridor	Overlook (in right of way) on Cranden Blvd. at Pines Canal, cantilevered wood deck with wood railing, lighting	\$262,500	\$300,000	30.5	1	1	1	1
50	Nature Trails	Presbyterian Church bay area to St. Agnes Church	\$225,000	\$375,000	30.5	1	2	1	
48	Nature Trails	Rear of 7-11 shopping center through Calusa Park to Tennis Stadium	\$600,000	\$1,000,000	30.2	1	2	1	1
54	Landscape Improvements	Enhanced landscaping throughout Village	\$1,500,000	\$1,500,000	30	1	2	1	1
44	Parking	Ten on-street parking spaces on Fernwood Rd. adjacent to Community Center - bricks only-curb and gutter in place, incl. subslab and demolition	\$10,000	\$10,000	29.5	2	2	1	1
49	Nature Trails	St. Agnes Playing Field to 7-11 Shopping Center	\$75,000	\$125,000	28.7	2	2	1	1
46	Parking	92 on-street parking spaces in front of St. Agnes and Presbyterian Churches - curb, gutter, brick pavers, adjustments to surface drainage	\$92,000	\$92,000	28.3	2	2	2	1
40	New Sidewalks	W. McIntyre St. South side, Glenridge Rd. to Fernwood Rd. with curbing. Connects school with Civic Center	\$8,000	\$9,000	28.3	2	1	2	1

GROUP 2 PROJECTS

Proj. ID	Project Category	Project Description	Low Cost	High Cost	Score (37 High)	Group by Score	Group Assignment (based on 1/11 meeting)	Group Assignment (based on 1/18 meeting)	Final Group Assignment (based on 2/18 meeting)
23	Bury All Overhead Wires (FPL, Phone, Cable TV)	Single Family--west of Crandon Blvd.	\$10,000,000	\$10,000,000	30.8	1	2	1	2
31	Pedestrian Improvements at Intersections	Narrow intersections in all single family intersections (similar to Fernwood Rd. and Heather Dr.)	\$1,000,000	\$1,400,000	29.8	2	2	2	2
24	Bury All Overhead Wires (FPL, Phone, Cable TV)	Multiple Family--east of Crandon Blvd.	\$1,000,000	\$1,000,000	25.5	2	2	2	2
5	Neighborhood Parks	Neighborhood Parks (4): Tot lot, custom shade structure, benches, grass and trees, pedestrian-scale lights	\$6,600,000	\$6,750,000	22.8	3	3	2	2
TOTAL COST GROUP 2			\$18,600,000	\$19,150,000					

GROUP 3 PROJECTS

Proj. ID	Project Category	Project Description	Low Cost	High Cost	Score (37 High)	Group by Score	Group Assignment (based on 1/11 meeting)	Group Assignment (based on 1/18 meeting)	Final Group Assignment (based on 2/18 meeting)
41	New Sidewalks	Glenridge Rd. from W. Wood Dr. to the public school and to Woodcrest Ln.	\$73,500	\$84,000	23.1	3	3	1	3
19	Cultural	Artwork in public places	\$1,000,000	\$1,000,000	21.2	3	3	3	3
12	Beach Access	Public: Stone portals 8' height, pedestrian-scale lights (4), trees, grass	\$70,000	\$80,000	21	3	3	2	3
13	Beach Access	Private: Pair of stone markers, 4' height, pedestrian-scale lights (4)	\$60,000	\$80,000	21	3	3	2	3
25B	Improve Traffic Circulation	Village Tram - estimated operation costs per year (low cost = 8 hour runs; high cost = 12 hour runs)	\$118,000	\$160,000	19	3	3	2	3
2B	Beach Improvements	Construct Beach Walkway along the entire Beach over the dune (all on public property)	\$8,350,000	\$7,620,000	18	3	3	2	3
28	Improve Traffic Circulation	Expanded transit off-island (no cost to Village)	\$0	\$0	17.5	3	3	2	3
42	New Sidewalks	Ridgewood Dr. from W. Mashta Dr. to Hampton Ln.	\$129,500	\$148,000	17.2	3	3	1	3
43	Parking	Parking Garage on Village Hall parking lot; County-owned	\$916,500	\$1,198,500	16.6	3	3	3	3
27	Improve Traffic Circulation	Water Taxi - Coconut Grove, Bayfront Park, State Park, and South Miami Beach. (Funding by private sector)	\$0	\$0	12	3	3	2	3
16	Educational	Lifelong Learning - no project description (part of current and ongoing programming in the Community Center)	\$0	\$0	0	3	3	NO SCORE	3
21	Cultural	Theatre: 300 seat building only, no land (2001 Study)	\$9,080,000	\$9,080,000		3	3	2	3
20	Cultural	Museum: 1,500 sq. ft. - building only, no land, no artwork	\$375,000	\$525,000		3	3	3	3
TOTAL GROUP 3			\$18,172,500	\$19,975,500					

TOTAL COST	\$53,805,500	\$72,405,000
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Projects rejected by subcommittee

18C	New Library: \$40 Crandon Blvd.	Option 2: New Library and/or Post Office 580 Crandon Blvd. (Assessed value used for land cost)			20.2	3	2	2	-
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The below projects are not part of the 2020 Vision Plan as they are already under consideration for implementation. However, their impact on the debt cap will be part of the funding strategy for the Vision Plan.

Sewers	700 Homes
Water Lines	700 Homes

Proj. ID	Project Category	Project Description	Low Cost	High Cost	Sub Comm. Score (\$7 High)	Sub Comm. Group by Score	Sub Comm. Group Assignment (based on 1/11 meeting)	Total Comm. Group Assignment (based on 1/16 meeting)	Total Comm. Final Group Assignment (based on 2/15 meeting)
30	Pedestrian Improvements at Intersections	New stop signs	\$24,000	\$24,000	28.2	2	3	1	1
7	Neighborhood Parks	Short interior street ROW demolition, trees, grass, benches, pedestrian-scale lights (4)	\$100,000	\$120,000	27	2	1	1	1
17	Educational	High school on Virginia Key (No Village funding)	\$0	\$0	25.8	2	2	1	1
45	Parking	Fifty-one on-street, parallel, parking spaces on Fernwood Rd. from Buttonwood Dr. to 325 Fernwood Rd. - curb, gutter, brick pavers	\$76,500	\$76,500	25.5	2	2	2	1
1	Beach Improvements	Sonesta Beach Walkway to Ocean: North side of new Sonesta. Funded by Sonesta as part of Site Plan Review Process. Colored concrete walkway 12' wide, pedestrian-scaled lights (75' o.c.), tree plantings, 30' wide total (north side of Sonesta)	\$0	\$0	25.3	2	2	2	1
47A	Community Center Expansion	Option 1: Expansion on second floor	\$780,000	\$1,200,000	18.3	3	1	1	1
55B	Village Green Lighting	Additional lower-level lighting for Village Green (50 to 75 new lights)	\$500,000	\$750,000			1	1	1
47B	Community Center Expansion	Option 2: Footprint expansion at Community Center OR construction of satellite gym/community center facility	\$5,000,000	\$5,000,000			1	1	1
9B	Public School Play Field Concurrency	Fund study to determine if MCDPS concurrency figure for ele-middles vs. stand-alone elementary and middle schools; determine if numbers change for new construction vs. retrofit/addition	\$15,000	\$20,000					
18A	VKB Library System	Prepare a study to determine the feasibility of a Village-owned/run Library System (i.e., leave the County system)	\$10,000	\$18,000	N/A	N/A	N/A	N/A	1
25A	Improve Traffic Circulation	Fund study for Village Tram annual operation costs; potential routes and users	\$5,000	\$10,000					1
2A	Beach Improvements	Fund study for Beach Walk to determine feasibility of an elevated wood decking and railing 8-10 ft. wide, above dunes (research possible location, style, effect on dunes)	\$20,000	\$30,000					1
56	Charter School	Fund study to determine feasibility of converting public school to a charter school	\$10,000	\$15,000	N/A	N/A	N/A	N/A	1
58	Create Key Biscayne County	Fund study to determine what it would take for the Village to secede from Miami-Dade County and form "Key Biscayne County"; look at tax numbers	\$25,000	\$30,000	N/A	N/A	N/A	N/A	1
59	Village Green Seating Deck	Outdoor deck seating area built at the north end of the Village Green, abutting The Galleria.	\$150,000	\$200,000					
TOTAL COST GROUP 1			\$17,833,000	\$33,279,500					

FINANCIAL POLICY

The following financial policy statements are included as an integral part of the Budget to declare those short and long-term policies, which will guide the Village's present and future operations. This commitment to sound financial management and integrity should, in turn, increase the confidence of the credit rating agencies, which assign municipal bond ratings and the confidence of the general public. The Village Financial Policy was adopted on August 10, 1993. Section 5.02 of the Village Charter provides the opportunity for elector to petition for a referendum on an ordinance authorizing the issuance of debt. The same opportunity is provided to the electors when the budget exceeds 5 mills (5.02 (ii)-B).

I. OPERATING BUDGET POLICY

- A. The Village will pay for all current expenditures with current revenues. The Village will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing expenditures or accruing future year's revenues. Editor's Note: This does include the appropriation of prior year fund balance. Charter Section 25-4 requires surplus funds to be utilized to reduce debt or reduce taxes in the next fiscal years.
- B. The budget will provide for adequate maintenance of capital plant and equipment and for their orderly replacement.
- C. The Village will maintain a continuing budgetary control system to insure that it adheres to the budget.
- D. The Village Administration will prepare monthly reports comparing actual revenues and expenditures with budgeted amounts.
- E. Wherever possible, the Village will integrate performance measurement and productivity indicators with the budget.

II. CAPITAL IMPROVEMENT BUDGET POLICY

- A. The Village will make all capital improvements in accordance with the Capital Improvement Program.

FINANCIAL POLICY

FISCAL YEAR 2009

- B. The Village will develop a multi-year plan for capital improvements and update it annually.
- C. The Village will enact an annual capital budget based on the multi-year Capital Improvement Plan.
- D. The Village will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvement will be projected and included in operating budget forecasts.
- E. The Village will use intergovernmental assistance to finance only those capital improvements that are consistent with the Capital Improvement Plan and Village priorities, and whose operating and maintenance costs have been included in operating budget forecasts.
- F. The Village will maintain all its assets at a level adequate to protect the Village's capital interest and to minimize future maintenance and replacement costs.
- G. The Village will project its equipment replacement and maintenance needs for the next several years and will update this projection each year. From the projection a maintenance and replacement schedule will be developed and followed.
- H. The Village will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the Village Council for approval.
- I. The Village will determine the least costly financing method for all new projects.

III. DEBT POLICY

- A. The Village will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues.
- B. When the Village finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the estimated useful life of the project.
- C. The Village will strive to have the final maturity of general obligation bonds at, or below, thirty (30) years.

FINANCIAL POLICY

FISCAL YEAR 2009

- D. Whenever possible, the Village will use special assessment, revenue, or other self-supporting bonds instead of general obligation bonds.
- E. The Village will not use long-term debt for current operations.
- F. The Village will maintain good communications with bond rating agencies regarding its financial condition. The Village will follow a policy of full disclosure on every financial report and borrowing prospectus.

IV. REVENUE POLICY

- A. The Village will try to maintain a diversified and stable revenue system to shelter it from unforeseeable short-run fluctuations in any single revenue source.
- B. The Village will estimate its annual revenues by an objective, analytical process, wherever practical.
- C. The Village will project revenues for the next year. Each existing and potential revenue source will be re-examined annually.
- D. Each year, the Village will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other cost increases.
- E. The Village will automatically revise user fees, subject to review by the Village Council, to adjust for the effects of inflation.

V. INVESTMENT POLICY

- A. The Village will make a cash flow analysis of all funds on a regular basis. Disbursement, collection, and deposit of all funds will be scheduled to insure maximum cash availability.
- B. When permitted by law, the Village will pool cash from several different funds for investment purposes.
- C. The Village will invest 100% of its idle cash on a continuous basis.

- D. The Village will obtain the best possible return on all cash investments.

VI. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICY

- A. The Village has established and will maintain a high standard of accounting practices.
- B. The accounting system will maintain records on a basis consistent with accepted standards for local government accounting. The Village will strive to obtain and retain the Certificate of Achievement from the Government Finance Officers Association (GFOA).
- C. Regular monthly and annual financial reports will present a summary of financial activity by major types of funds.
- D. Wherever possible, the reporting system will provide monthly information on the total cost of specific services by type of expenditure and, if necessary, by fund.
- E. An independent public accounting firm will perform an annual audit and will publicly issue a financial opinion.
- F. The Village will operate an active and fully documented internal auditing program.

The foregoing financial policy statements define objectives, establish rules with parameters and express guidelines for fiscal conduct by the Village of Key Biscayne in connection with both operating and capital improvement budget matters.

FINANCIAL POLICY

TAXATION ORDINANCE

ARTICLE I. IN GENERAL

Sec. 25-1. Definitions.

Debt means any financial obligation of the Village which is not required to be repaid within one year of its incurrence, excluding Debt payable from an Enterprise Fund. If a financial obligation is payable from an Enterprise Fund and from other sources, that portion payable from the Enterprise Fund shall not be included in the calculation of Debt.

Enterprise Fund means a fund established to account for operations which are financed and operated in an independent and self-liquidating manner, including depreciation. To constitute an Enterprise Fund, the expense of providing goods or services to the public on a continuing basis must be financed or recovered entirely through user fees and charges.

(Ord. No. 97-1, § 1, 1-16-97)

Sec. 25-2. Limits on Debt.

The total principal of Debt of the Village shall be limited to the greater of the following:

- (1) One percent of the total assessed value of all property within the Village, as certified to the Village by the Dade County Property Appraiser, for the current fiscal year; or
- (2) That amount which would require annual principal and interest payments on Debt during any fiscal year to exceed 15 percent of general fund expenditures for the previous full fiscal year.

(Ord. No. 97-1, § 1, 1-16-97)

Sec. 25-3. Reserve funds.

To provide for emergencies, the Village shall maintain non-restricted reserve funds in an amount not less than \$2,000,000.00 or in an amount greater than \$2,000,000.00 but not greater than 20 percent of general fund expenditures for the previous full fiscal year.

(Ord. No. 97-1, § 1, 1-16-97)

Sec. 25-4. Surplus funds.

Surplus funds in the general fund at the end of each fiscal year not placed by the Council in a restricted reserve fund shall be used either to reduce Debt or to reduce taxes in the next fiscal year. The allocation of surplus funds between restricted reserve funds, Debt reduction and tax reduction shall be at the discretion of the Village Council.

(Ord. No. 97-1, § 1, 1-16-97)

Sec. 25-5. Policy exceptions.

The Debt limits established by section 25-2 may not be exceeded by the Village unless and until approved by a majority of the qualified electors of the Village voting in a referendum election.

(Ord. No. 97-1, § 1, 1-16-97)

CONSOLIDATED BUDGET SUMMARY

FISCAL YEARS 2007 - 2009

This budget summary presents a consolidated picture of the total revenue and expenditures of the General Fund, the Stormwater Utility Fund, Sanitary Sewer Improvement Fund, and the Solid Waste Fund and all beginning and ending balances. The operation of each fund is accounted for with a separate set of self-balancing accounts that compromise its assets, liabilities, equities, revenues and expenditures.

Listed below are the resources of all Governmental and Proprietary funds within the Village budget.

Funding Sources	Actual FY 2007	Adopted FY 2008	Adopted FY 2009
Property Taxes	\$18,667,979	\$19,802,903	\$19,561,571
Other Taxes	3,323,002	3,984,095	4,367,977
Licenses and Permits	1,298,133	1,075,000	1,075,000
State Shared	1,000,265	240,000	219,191
Charges for Services	1,762,657	1,546,968	1,878,500
Interest Income	313,389	375,000	275,000
Fines and Forfeitures	21,385	75,000	99,925
Special Revenue Fund	730,403	3,035,500	961,982
Stormwater Fund	509,571	525,000	525,000
Solid Waste Fund	520,650	538,238	639,055
Grants	206,040	7,500	7,500
Capital Improvement Fund	190,728	4,608,094	3,311,194
Total	\$28,544,202	\$36,548,298	\$32,921,895

CONSOLIDATED BUDGET SUMMARY

FISCAL YEARS 2007 - 2009

EXPENDITURES: Listed below are the expenditures of all Government and Proprietary funds within the Village Budget. The Debt Service Budget provides for the principal and interest payments the Civic Center Loans, the Crandon Blvd. loans, the Sanitary Sewer borrowings, and a proposed loan to purchase the parking lot land from Miami-Dade County.

Expenditures	Actual FY 2007	Adopted FY 2008	Adopted FY 2009
General Government	\$2,543,134	\$ 2,492,544	\$2,490,064
Public Works	1,587,460	1,597,881	1,977,948
Stormwater Fund ^{2, 3}	693,135	602,421	602,421
Solid Waste Fund	571,246	544,320	544,320
Special Rev Fund	5,714,460	5,782,084	5,782,084
Building, Zoning & Planning	1,455,193	1,522,196	1,687,548
Parks & Recreation	2,830,020	2,617,180	3,466,299
Public Safety	9,713,661	9,831,967	11,529,630
Capital Improvement Fund	1,533,830	4,787,347	3,236,194
Debt Service	2,557,351	2,700,443	3,335,456
Sub-total	\$29,199,490	\$32,478,383	\$34,651,964
Transfers	0	NA	NA
Beginning Fund Balance	6,305,762	NA	NA
Ending Fund Balance	\$ 5,560,474		

¹ Changes in Reserves and Undesignated Fund Balances cannot be determined at this time.

² Stormwater and Sanitary Sewer Project construction costs are carried as fixed assets.

³ Includes Depreciation Expense.

CONSOLIDATED BUDGET SUMMARY

FISCAL YEARS 2007 - 2009

General Fund

The adopted Fiscal Year 2009 General Fund Budget of \$27,723,129 is an increase of \$577,173 or 2.13% over Fiscal Year 2008. Overall increases can be attributed to personnel expenses, an increase in insurance expense and additional reserve allocations.

	<u>Actual</u> <u>FY 2007</u>	<u>Adopted</u> <u>FY 2008</u>	<u>Adopted</u> <u>FY 2009</u>
<u>Revenues</u>			
Ad-Valorem Taxes	\$18,667,979	\$19,802,903	\$19,561,571
Franchise Fees	\$1,113,194	\$860,000	\$1,065,000
Utility Taxes	\$2,231,193	\$2,365,095	\$2,584,530
State Shared Revenues	\$1,000,265	\$999,000	\$937,638
Licenses & Permits	\$1,298,133	\$1,075,000	\$1,075,000
Charges for Services	\$1,762,657	\$1,647,968	\$2,193,400
Other Revenue	\$313,439	\$388,500	\$298,500
Grants & Donations	\$206,040	\$7,500	\$7,500
Total Revenues	\$26,592,900	\$27,145,966	\$27,723,139
<u>Expenditures</u>			
Administrative and Legal	\$2,543,134	\$2,242,061	\$2,490,064
Police and Fire	\$9,713,661	\$10,672,771	\$11,529,630
Building, Zoning & Planning	\$1,455,193	\$1,638,755	\$1,687,548
Public Works	\$1,587,460	\$1,921,489	\$1,977,948
Debt Service	\$2,557,351	\$3,179,902	\$3,335,456
Parks and Recreation	\$2,830,020	\$2,956,003	\$3,466,299
Total Expenditures	\$20,686,819	\$22,610,982	\$24,486,945
Excess (deficiency) of revenues over expenditures	\$5,906,081	\$4,534,984	\$3,236,194
<u>Other Financing Sources (Uses)</u>			
Operating Transfers In	\$1,910,507	\$0	\$0
Operating Transfers Out	\$4,815,481	\$4,534,984	\$3,236,194
Working Capital Reserve		\$0	\$0
Total Other Financing Sources (Uses)	(\$2,904,974)	(\$4,534,984)	(\$4,533,094)
Excess (deficiency) of Revenues and Other Financing Sources Over Expenditures & Other Financing Uses	\$3,001,107	(\$0)	(\$0)
Residual Equity Transfers	\$0	\$0	\$0

CONSOLIDATED BUDGET SUMMARY

FISCAL YEARS 2007 - 2009

Fund Balance Beginning of Year	\$6,874,310	\$9,875,416	\$9,875,416
Fund Balance End of Year	\$9,875,416	\$9,875,416	\$9,875,416

Capital Improvement Fund

The adopted Capital Improvement Fund Budget is shown on a year to year basis. It receives appropriations from time the General Fund for capital projects that may take longer than a year to complete. Project expenditures are moved yearly and recorded in the General Fixed Assets Account Group.

<u>Operating Revenues</u>	<u>Actual FY 2007</u>	<u>Adopted FY 2008</u>	<u>Adopted FY 2009</u>
Interest Income	\$182,016	\$75,000	\$75,000
Other Receipts	\$8,712	\$0	\$0
Total Operating Revenues	\$190,728	\$75,000	\$75,000
<u>Operating Expenditures</u>			
Capital Outlay	\$1,533,830	\$4,608,094	\$3,311,194
Total Operating Expenditures	\$1,533,830	\$4,608,094	\$3,311,194
<u>Other Financing Sources (Uses)</u>			
Operating Transfers In	\$4,787,347	\$4,533,094	\$3,236,194
Operating Transfers Out	\$1,910,507	\$0	\$0
Revenue Over (Under) Expenditures	\$2,876,840	\$0	\$0
Fund Balance Beginning of Year	\$1,421,015	\$2,954,753	\$2,954,753
Fund Balance End of Year	\$2,954,753	\$2,954,753	\$2,954,753

CONSOLIDATED BUDGET SUMMARY

FISCAL YEARS 2007 - 2009

Stormwater Fund

The budget for the Stormwater Fund, an Enterprise Fund, is not an annual appropriated budget. It receives resources for the services it provides to its users. All of its activities, revenues and expenses are recorded in the fund. Capital Expenditures are capitalized and depreciated when completed. Depreciation is not a budgeted item.

<u>Operating Revenues</u>	<u>Actual FY 2007</u>	<u>Adopted FY 2008</u>	<u>Adopted FY 2009</u>
Stormwater Fees	\$509,571	\$520,000	\$510,000
Total Operating Revenues	\$509,571	\$520,000	\$510,000
<u>Operating Expenditures</u>			
Administrative Expenses	\$6,793	\$7,500	\$4,000
Contractual Services	\$173,630	\$175,000	\$175,000
Depreciation Expense	\$273,919	\$0	\$0
Total Operating Expenditures	\$454,342	\$182,500	\$179,000
<u>Non Operating Revenue (Expense)</u>			
Interest Income	\$44,030	\$5,000	\$15,000
Principal and Interest on Debt	(\$238,793)	(\$579,215)	(\$579,760)
Revenue Over (Under) Expenditures	(\$139,534)	(\$236,715)	(\$233,760)
Fund Balance Beginning of Year	\$2,686,443	\$2,546,909	\$2,310,194
Fund Balance End of Year	\$2,546,909	\$2,310,194	\$2,076,434

CONSOLIDATED BUDGET SUMMARY

FISCAL YEARS 2007 - 2009

Solid Waste Fund

The Budget for the Solid Waste Fund, an Enterprise Fund, is not appropriated. It receives its resources from users for the fund to pay the contractual residential refuse services.

	<u>Actual FY 2007</u>	<u>Adopted FY 2008</u>	<u>Adopted FY 2008</u>
<u>Operating Revenues</u>			
Solid Waste Collection Fees	\$520,650	\$537,238	\$638,055
Total Operating Revenues	\$520,650	\$537,238	\$638,055
<u>Operating Expenditures</u>			
Administrative Expenses	\$1,813	\$2,000	\$2,000
Contractual Services	\$569,433	\$514,008	\$631,747
Allowance for Late Payments	\$0	\$22,230	\$5,308
Total Operating Expenditures	\$571,246	\$538,238	\$639,055
<u>Non Operating Revenue (Expense)</u>			
Interest Income	\$5,056	\$1,000	\$1,000
Revenue Over (Under) Expenditures	\$45,540	\$0	\$0
Fund Balance Beginning of Year	\$336,319	\$290,779	\$290,779
Fund Balance End of Year	\$290,779	\$290,779	\$290,779

GENERAL FUND

FISCAL YEARS 2007 – 2009

The Adopted Fiscal Year 2009 General Fund Budget of \$27,723,139 is an increase of \$577,173 over Fiscal Year 2008. Overall increases in the Village Budget revenues can be attributed to an increase in property values. Overall increases in the Village Budget expenses are due to an increase in personnel expenses which include an increase in insurance expense. Along with the above mentioned increases, there are increases in reserve allocations and operating transfers out to the Capital Improvement Fund. Ad-Valorem (Property) Taxes generate 70.56% of the total revenue.

Funding Sources	Actual FY 2007	Adopted FY 2008	Adopted FY 2009
Ad-Valorem	\$18,667,979	\$19,802,903	\$19,561,571
Franchise Fees	\$1,113,194	\$860,000	\$1,065,000
Utility Taxes	\$2,231,193	\$2,365,095	\$2,584,530
Licenses & Permits	\$1,298,133	\$1,075,000	\$1,075,000
State Shared Revenue	\$1,000,265	\$1,028,483	\$937,638
Charges for Services	\$1,762,657	\$1,647,968	\$2,193,400
Interest	\$313,389	\$388,500	\$298,500
Grants & Donations	\$206,090	\$7,500	\$7,500
Total	\$26,592,900	\$27,145,966	\$27,723,139

Expenditures	Actual FY 2007	Adopted FY 2008	Adopted FY 2009
General Government	\$2,082,873	\$1,859,061	\$2,007,064
Village Attorney	\$460,261	\$383,000	\$483,000
Debt Service	\$2,557,351	\$3,179,902	\$3,335,456
Building, Zoning & Planning	\$1,455,193	\$1,640,645	\$1,687,548
Public Safety	\$9,713,661	\$10,672,771	\$11,528,629
Public Works	\$1,587,460	\$1,921,489	\$1,977,948
Recreation	\$2,830,020	\$2,956,003	\$3,466,299
Total	\$20,686,819	\$22,612,872	\$24,486,945
Operating Transfers Out	\$4,815,481	\$4,533,094	\$3,236,194
Operating Transfers In	\$1,910,507		
Total	\$23,591,793	\$27,145,966	\$27,723,139

2009 ESTIMATED PROPERTY TAXES

FISCAL YEAR 2009

For a Key Biscayne property having a net taxable value averaging \$1,000,000, the 2008 Property Tax Bill (including Key Biscayne Taxes) will resemble the following:

<u>Jurisdiction</u>	<u>Mill Rates</u>	<u>Percent</u>	<u>Amount Paid</u>
Miami-Dade County Public Schools	7.7970	44.25%	\$ 7,797.00
Miami-Dade County-wide services	5.5795	31.67%	\$ 5,579.50
South Florida Water Management District	0.5346	3.03%	\$ 534.60
Miami-Dade County Library District	0.3842	2.18%	\$ 384.20
Environmental Project (Everglades)	0.0894	0.51%	\$ 89.40
Florida Inland Navigation District	0.0345	0.20%	\$ 34.50
SUB-TOTAL	14.4192	81.84%	\$14,419.20
Village of Key Biscayne	3.20	18.16%	\$ 3,200.00
TOTAL	17.4776	100.00%	\$17,619.20

Property taxes that go over the bridge, which the Village of Key Biscayne has no control over, total \$14,419.20.60 or 81.84%. County wide services include corrections rehabilitation, Judicial administration, Transit Agency, Public Health Trust, Air Rescue, Human and Social Services, etc. Miami-Dade County is the regional government for all county residents.

Real Estate Taxes that stay on the Island to be used by the Village: \$3,200.00

Funds are allocated as follows:

<u>Service</u>	<u>Percent of Budget</u>	<u>Amount per Year</u>
Fire Rescue Department	22.22%	\$ 711.14
Police Department	19.37%	\$ 619.69
General Government*	8.98%	\$ 287.42
Capital Outlay/Reserves	11.67%	\$ 373.54
Debt Service	12.03%	\$ 385.00
Building, Zoning and Planning	6.09%	\$ 194.79
Public Works	7.13%	\$ 228.31
Recreation	12.50%	\$ 400.10
	<u>100.00%</u>	<u>\$ 3,200.00</u>

*Note: General Government: Village Council, Office of the Village Manager, Office of the Village Clerk, Office of the Village Attorney, Department of Finance, and Administrative Services.

TOTAL 2009 GENERAL FUND BUDGET FOR THE VILLAGE IS :\$27,723,139

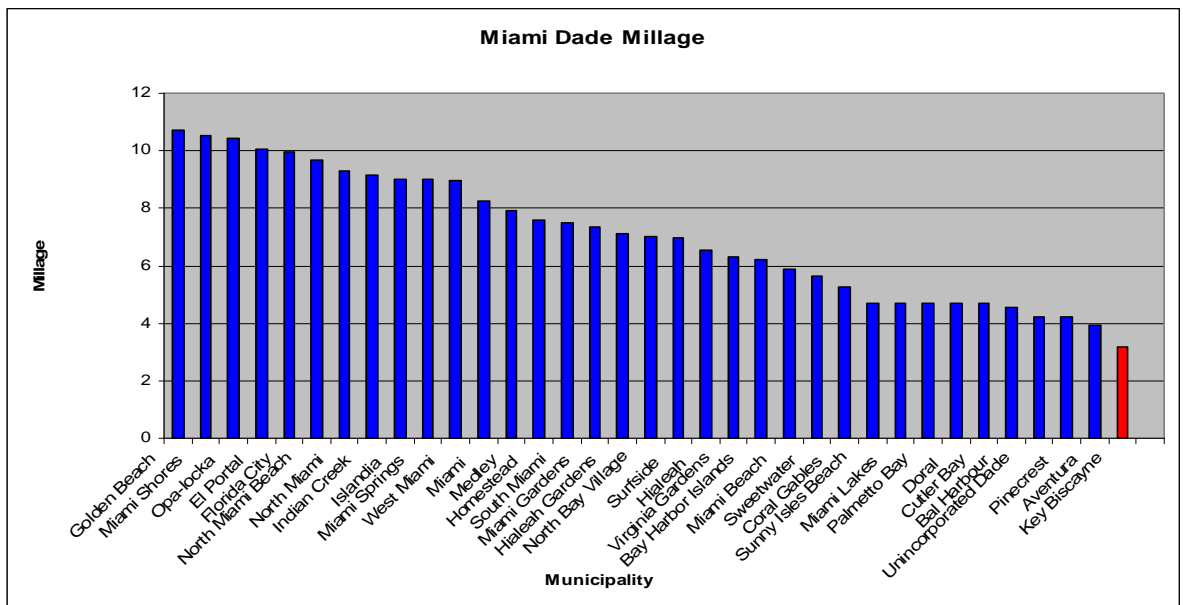
PROPERTY TAX COMPARISON

FISCAL YEARS 1995-2009

The millage rate determines the amount a homeowner will pay in taxes per \$1,000 of assessed property value. Village homeowners have experienced a substantial reduction in the Village property tax rate as compared to the property tax rate for unincorporated areas (Unincorporated Municipal Service Area tax rate) since incorporation. The adopted reduction in property tax may provide an actual cumulative savings to Village taxpayers of \$88,398,861 as the chart below illustrates.

FY	Assessed Values	County Millage	County Tax	Village Millage	Village Tax	Percent Reduction	Annual Savings to Taxpayer	Cumulative Savings to Taxpayer
1995	\$1,741,921,584	4.718	\$ 8,218,386	4.101	\$7,143,620	13.08%	\$1,074,766	\$1,671,736
1996	\$1,767,457,006	4.731	\$ 8,361,839	3.800	\$6,716,337	19.68%	\$1,645,502	\$3,317,238
1997	\$1,861,243,132	4.785	\$ 8,906,048	3.606	\$6,711,643	24.64%	\$2,194,406	\$5,511,644
1998	\$2,003,049,232	5.022	\$10,059,313	3.606	\$7,222,996	28.20%	\$2,836,318	\$8,347,961
1999	\$2,028,174,208	5.408	\$10,968,366	3.606	\$7,313,596	33.32%	\$3,654,770	\$12,002,731
2000	\$2,232,457,904	5.381	\$12,012,856	3.606	\$8,050,243	32.99%	\$3,962,613	\$15,965,344
2001	\$2,499,049,161	5.269	\$13,167,490	3.606	\$9,011,571	31.56%	\$4,155,919	\$20,121,263
2002	\$2,731,833,645	5.199	\$14,202,803	3.606	\$9,850,992	30.64%	\$4,351,811	\$24,473,074
2003	\$3,259,919,981	5.108	\$16,651,671	3.606	\$11,755,271	29.40%	\$4,896,400	\$29,369,474
2004	\$3,617,880,990	6.254	\$22,626,227	3.606	\$13,046,078	42.34%	\$9,580,149	\$38,949,623
2005	\$3,875,335,514	6.120	\$23,717,053	3.606	\$13,974,460	41.08%	\$9,742,593	\$48,695,216
2006	\$4,287,674,948	5.900	\$25,297,282	3.606	\$15,461,356	38.88%	\$9,835,926	\$58,528,143
2007	\$5,630,046,023	6.386	\$35,953,474	3.45	\$19,423,659	45.98%	\$16,529,815	\$75,057,958
2008	\$6,514,112,802	5.248	\$34,186,064	3.20	\$20,845,161	39.02%	\$13,340,903	\$88,398,861
2009	\$6,434,727,418	5.543	\$35,667,694	3.20	\$20,591,128	1.22%	\$15,076,566	\$103,475,427

The Village boasts the lowest millage rate in the County. The graph below reflects the range of the proposed 2009 total millage rates of all Miami- Dade County municipalities and the unincorporated area. Key Biscayne's adopted 2009 rate is 3.20. The Adopted Fire District millage is 2.2067 including debt service mills per \$1,000 and represents \$14,199,593 if Key Biscayne were still in the Fire District. The Adopted 2009 Key Biscayne Fire Department budget is \$6,160,922.





FOR DOR USE ONLY

City: _____
TA: _____
Levy: _____

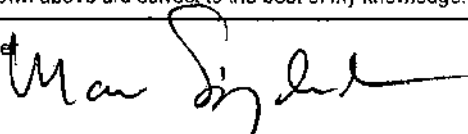
CERTIFICATION OF TAXABLE VALUE

DR-420
R. 06/08
Rule 12DER08-18
Florida Administrative Code
Effective 06/08

Year 2008	County MIAMI-DADE
Principal Authority VILLAGE OF KEY BISCAYNE	Taxing Authority VILLAGE OF KEY BISCAYNE

SECTION I: COMPLETED BY PROPERTY APPRAISER

Current year taxable value of real property for operating purposes	\$	6,396,610,244	(1)
Current year taxable value of personal property for operating purposes	\$	38,117,174	(2)
Current year taxable value of centrally assessed property for operating purposes	\$	0	(3)
Current year gross taxable value for operating purposes (Line 1 plus Line 2 plus Line 3)	\$	6,434,727,418	(4)
Current year net new taxable value (Add new construction, additions, rehabilitative improvements increasing assessed value by at least 100%, annexations, and tangible personal property value in excess of 115% of the previous year's value. Subtract deletions.)	\$	23,995,916	(5)
Current year adjusted taxable value (Line 4 minus Line 5)	\$	6,410,731,502	(6)
Prior year FINAL gross taxable value (From prior year applicable Form DR-403 series)	\$	6,425,977,672	(7)
Enter number of tax increment value worksheets (DR-420TIF) attached (If none, enter 0)		0	(8)
Does the taxing authority levy a voted debt service millage or a millage voted for 2 years or less under s. 9(b), Article VII, State Constitution? (If yes, complete and attach form DR-420 VMA, Voted Millage Addendum.)	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		(9)
Information for maximum millage calculation: Current year gross taxable value for operating purposes without the impact of Amendment 1.	\$	6,517,304,928	(10)

SIGN HERE	Property Appraiser Certification	
	I certify the taxable values shown above are correct to the best of my knowledge.	
	Signature of Property Appraiser 	Date July 1, 2008

SECTION II: COMPLETED BY TAXING AUTHORITY

This portion of the form is not completed in FULL your authority will be denied TRIM certification and possibly lose its millage levy privilege for the tax year, if any is inapplicable, enter N/A or -0-

Prior year operating millage levy	\$	3.20	per \$1,000 (11)
Prior year ad valorem proceeds (Line 7 multiplied by Line 11)	\$	20,563,129	(12)
Amount, if any, paid or applied in prior year as a consequence of an obligation measured by a dedicated increment value (Sum of either Line 6c or Line 7a for all DR-420TIF forms)	\$	0	(13)
Adjusted prior year ad valorem proceeds (Line 12 minus Line 13)	\$	20,563,129	(14)
Dedicated increment value, if any (Sum of either line 6b or Line 7e for all DR-420TIF forms)	\$	0	(15)
Adjusted current year taxable value (Line 6 minus Line 15)	\$	6,410,731,502	(16)
Current year rolled-back rate (Line 14 divided by Line 16, multiplied by 1,000)	\$	3.2076	per \$1,000 (17)

CONTINUED ON PAGE 2

SECTION II: COMPLETED BY TAXING AUTHORITY - CONTINUED FROM PAGE 1

18. Current year proposed operating millage rate	\$	3.20	per \$1,000 (18)
19. Total taxes to be levied at proposed millage rate multiplied by Line 4, divided by 1,000	(Line 18)	\$ 20,591,128	(19)
20. Check TYPE of principal authority (check one)			
<input type="checkbox"/> County	<input type="checkbox"/> Independent Special District		
<input checked="" type="checkbox"/> Municipality	<input type="checkbox"/> Water Management District		
21. Check applicable taxing authority (check one)			
<input checked="" type="checkbox"/> Principal Authority	<input type="checkbox"/> Dependent Special District		
<input type="checkbox"/> MSTU	<input type="checkbox"/> Water Management District Basin		
22. Is millage levied in more than one county? (check one)	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	(22)

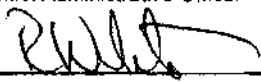
DEPENDENT SPECIAL DISTRICTS AND MSTUs:

STOP HERE - SIGN AND SUBMIT

23. Enter the total adjusted prior year ad valorem proceeds of the principal authority, all dependent special districts, and MSTUs levying a millage from all DR-420 forms	(The sum of Line 14)	\$ 20,563,129	(23)
24. Current year aggregate rolled-back rate divided by Line 16, multiplied by 1,000	(Line 23)	\$ 3.2076	per \$1,000 (24)
25. Current year aggregate rolled-back taxes multiplied by Line 24, divided by 1,000	(Line 4)	\$ 20,640,098	(25)
26. Enter total of all operating ad valorem taxes proposed to be levied by the principal taxing authority, all dependent districts, and MSTUs, if any. from all DR-420 forms	(Total of Line 19)	\$ 20,591,128	(26)
27. Current year proposed aggregate millage rate divided by Line 4, multiplied by 1,000	(Line 26)	\$ 3.20	per \$1,000 (27)
28. Current year proposed rate as a percent change of rolled-back rate divided by Line 24, minus 1, multiplied by 100	(Line 27)	(.2373)	% (28)

First public budget hearing	Date 9-8-08	Time 7:00 PM	Place VILLAGE COUNCIL CHAMBERS 560 CRANDON BLVD KEY BISCAYNE, FL 33149
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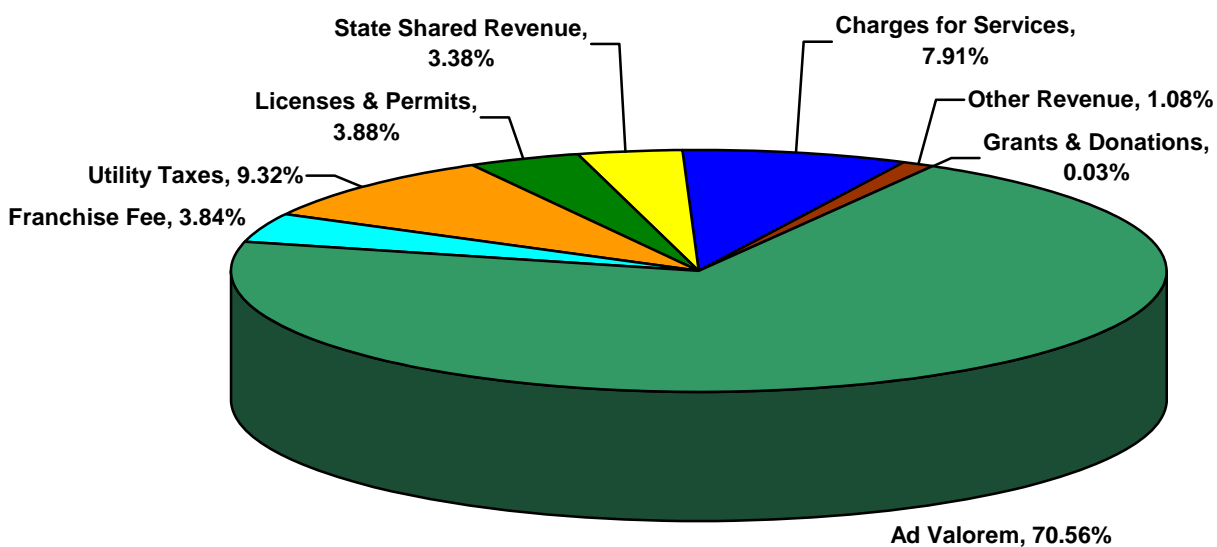
Taxing Authority Certification			
I certify the millages and rates are correct to the best of my knowledge. The millages comply with the provisions of Section 200.185 and 200.071 or 200.081, F.S.			
Signature of Chief Administrative Officer 			Date July 9, 2008
Title FINANCE DIRECTOR		Physical Address 88 WEST MCINTYRE ST. KEY BISCAYNE, FL 33149	
Mailing Address 88 WEST MCINTYRE ST		Name of Contact Person RANDOLPH G WHITE	
City, State, Zip KEY BISCAYNE, FL 33149		Phone # 305-365-8919	Fax # 305-365-8936

SEE INSTRUCTIONS ON PAGE 3

REVENUES

GENERAL FUND FISCAL YEAR 2009

As a matter of general policy, Village revenue estimates are budgeted conservatively in order to avoid possible shortfalls due to unanticipated changes in the economy or slowing in the rate of construction activity. General Fund revenues are projected to maintain a moderate rate of increase in Fiscal Year 2009. The projections are based on actual historic collections, anticipated growth in tax bases, inflation, and general economic growth. The main revenue category for the Village continues to be the Ad-Valorem Tax. For the Fiscal Year 2009, this revenue category is projected to decrease by 1.2 % to just over \$19.5 million, and accounts for 70.56% of all revenues in the General Fund.



Revenues	Adopted FY 2008	Adopted FY 2009	Percent of Adopted Budget
Ad Valorem Taxes	\$19,802,903	\$19,561,571	70.56%
Franchise Fees	\$860,000	\$1,065,000	3.84%
Utility Taxes	\$2,365,095	\$2,584,530	9.32%
Licenses & Permits	\$1,075,000	\$1,075,000	3.88%
State Shared Revenues	\$999,000	\$937,638	3.38%
Charges for Services	\$1,647,968	\$2,193,400	7.91%
Other Revenue	\$388,500	\$298,500	1.08%
Grants & Donations	\$7,500	\$7,500	0.03%
Total	\$27,145,966	\$27,723,139	100.0%

REVENUES

GENERAL FUND FISCAL YEAR 2009

BUDGET COMPARISON - REVENUE CHANGES

General Fund Revenues	Adopted FY 2008	Adopted FY 2009	Difference	Percent Change%
Ad-Valorem Taxes	\$19,802,903	\$19,561,571	<\$241,332>	<1.2%>
Franchise Fees	\$860,000	\$1,065,000	\$205,000	23.8%
Utility Taxes	\$2,365,095	\$2,584,530	\$219,435	9.2%
Licenses & Permits	\$1,075,000	\$1,075,000	\$0	0.0%
State Shared Revenues	\$999,000	\$937,638	<\$61,362>	<6.1%>
Charges for Services	\$1,647,968	\$2,193,400	\$545,432	33.1%
Other Revenue	\$388,500	\$298,500	<\$90,000>	23.2%
Grants & Donations	\$7,500	\$7,500	\$0	0%
Total Revenue	\$27,145,966	\$27,723,139	\$577,173	2.1%

REVENUE CHANGES RATIONALE

Ad Valorem: The July 1, 2008 certification of Village property values was \$6,434,727,418, which represents a decrease of \$79,385,384 or 1.22% compared to the 2007 values. At the adopted millage rate of 3.20, this increase results in a decrease of \$241,332 in ad valorem tax revenue for the Village. This represents 70.56% of the General Fund Revenues.

Franchise Fees: The revenues generated through franchise fees in Fiscal Year (FY) 2009 are estimated to total \$1,065,000, an increase of \$205,000 or 23.8% over the Adopted FY 2008 Budget.

Utility Taxes: The Fiscal Year 2009 utility tax receipts are estimated to increase by \$219,435 or 9.2% under last year's levels.

Licenses and Permits: During Fiscal Year 2009, revenues in this category are expected to remain the same as last year's level.

State Shared Revenue: Fiscal Year 2009 estimates of state shared revenues are decreased \$61,362 based projections provided by the Florida Department of Revenue.

Charges for Services: This category encompasses ten (10) sub-categories of fees and fines involving the Police Department, the Building, Zoning and Planning Department, the Recreation Department and the Office of the Village Clerk, plus a miscellaneous account. A 33.1% increase in collections is anticipated over the previous Fiscal Year. The major portion of this increase is due to the addition of the Athletic Department

REVENUES

GENERAL FUND FISCAL YEAR 2009

and related Sports Program revenues.

Other Revenue: The Fiscal Year 2009 Budget estimate of revenues in this category totals \$298,500 and includes only one item, interest revenue on the balance in the General Fund account.

Grants & Donations: During Fiscal Year 2009, revenues in this category are expected to remain the same as the previous year.

REVENUES

GENERAL FUND FISCAL YEAR 2009

General Fund Revenues

	<u>Budget FY 2006</u>	<u>Budget FY 2007</u>	<u>Adopted FY 2008</u>	<u>Adopted FY 2009</u>
Estimated Property Assessment	\$4,287,674,948	\$5,630,046,023	\$6,514,112,802	\$6,434,727,418
AD VALOREM				
<u>Category</u>				
Ad Valorem	\$14,688,288	\$18,452,476	\$19,802,903	\$19,561,571
Total Ad Valorem	\$14,688,288	\$18,452,476	\$19,802,903	\$19,561,571
FRANCHISE FEE				
<u>Category</u>				
Electricity	\$700,000	\$855,000	\$860,000	\$1,065,000
Total Franchise Fees	\$700,000	\$855,000	\$860,000	\$1,065,000
UTILITY TAXES				
<u>Category</u>				
Electricity	\$1,150,000	\$1,154,000	\$1,175,000	\$1,180,000
Simplified Communications Tax	\$785,000	\$810,170	\$835,000	\$1,014,435
Water	\$225,000	\$310,438	\$275,000	\$215,000
Gas	\$83,000	\$122,396	\$80,000	\$175,000
Oil	\$50	\$95	\$95	\$95
Total Utility Taxes	\$2,243,050	\$2,397,099	\$2,365,095	\$2,584,430
SHARED REVENUES				
<u>Category</u>				
State Revenue Sharing	\$175,000	\$231,724	\$240,000	\$219,191
Half-Cent Sales Tax	\$700,000	\$777,141	\$735,000	\$710,947
Alcoholic Beverage Licenses	\$7,500	\$19,618	\$24,000	\$7,500
Total Shared Revenues	\$882,500	\$1,028,483	\$999,000	\$937,638

REVENUES

GENERAL FUND FISCAL YEAR 2009

LICENSES & PERMIT

Category

Local Business Tax Receipt	\$57,000	\$108,879	\$100,000	\$100,000
Building Permits	\$862,945	\$945,247	\$975,000	\$975,000
Total Licenses and Permits	\$919,945	\$1,054,126	\$1,075,000	\$1,075,000

Charges for Services

Zoning & Site Plan Review Fees	\$18,585	\$17,416	\$20,000	\$20,000
Zoning Hearing Fees	\$6,900	\$6,900	\$6,900	\$5,000
Certificates of Occupancy	\$1,912	\$1,413	\$1,560	\$200
Building/Zoning Code Violations	\$50,250	\$50,250	\$50,250	\$80,000
Property Maintenance Violations	\$250	\$500	\$750	\$150
Recreation Fees	\$1,180,000	\$1,251,000	\$1,484,000	\$1,500,000
Fines and Forfeitures	\$75,000	\$75,000	\$15,000	\$17,775
Permit Research & Lien Letters	\$47,199	\$29,588	\$24,508	\$19,000
Fire Code Violations	\$0	\$9,500	\$9,000	\$2,000
Miscellaneous	\$40,000	\$40,000	\$5,000	\$15,000
Inspection Fees	\$0	\$0	\$0	\$0
School Crossing Guard	\$7,575	\$25,347	\$26,000	\$35,275
Firefighters Supplement	\$8,500	\$8,500	\$8,500	\$8,500
Total Charges for Services	\$1,454,596	\$1,515,625	\$1,651,468	\$1,702,900

OTHER REVENUES

Category

Interest Income	\$225,000	\$239,247	\$375,000	\$275,000
Rent Income	\$0	\$0	\$0	\$0
Sale of Fixed Assets	\$0	\$0	\$0	\$0
Hurricane Recovery	\$0	\$0	\$0	\$0
Total Other Revenues	\$225,000	\$239,247	\$375,000	\$275,000

Grants & Donations

Category

HRS - EMS Grant	\$6,500	\$6,500	\$6,500	\$6,500
Police (C.O.P.S)	\$0	\$0	\$0	\$0
Grants-Other	\$1,000	\$1,000	\$1,000	\$1,000
Donations	\$0	\$0	\$0	\$0
Total Grants	\$7,500	\$7,500	\$7,500	\$7,500
Total Revenues	\$21,120,879	\$25,549,556	\$27,145,966	\$27,723,139

REVENUES

GENERAL FUND FISCAL YEAR 2009

REVENUE PROJECTION RATIONALE - FISCAL YEAR 2009

The 2009 General Fund total revenue is estimated to reach \$27,723,139 which represents an increase of 2.1% over the previous year's level.

Ad Valorem Taxes

The most traditional revenue source for local governments is Ad Valorem taxation, which is an annual tax on real estate and certain personal property. Chapter 166, Florida Statutes (F.S.), provides for the levy of Ad Valorem taxes on real and tangible personal property. The definition in Section 192.001, F.S., states, that "the term 'personal property' may be used interchangeably with the term 'Ad Valorem tax'." The Florida Constitution limits local governments to a maximum of 10 mills of Ad Valorem taxation. The first Village property tax was levied for FY 1993. The rate of this tax is determined by the Village Council each year during its budget process.

For Fiscal Year 2009, which begins on October 1, 2008 and ends on September 30, 2009, the assessed values established by the Miami-Dade County Property Appraiser as of January 1, 2008 are \$6,434,727,418. Property Taxes are assessed and collected by the County and remitted to the Village on a regular basis throughout the year. The amount budgeted for the 2009 Fiscal Year is \$19,561,571. Ad Valorem taxes are the largest revenue source in the Village budget comprising 70.56% of the total revenues in the general fund.

PROPERTY TAX LEVIES AND COLLECTION FISCAL YEARS 1999 THROUGH 2009

Fiscal year	Millage	Assessed Value	Percent Change	Tax Levy	Amount Budgeted	Total Collected	Percent Collected
1999	3.606	2,028,174,208	1.25%	\$7,313,596	\$6,963,900	\$7,012,714	95.9%
2000	3.606	2,223,956,515	9.65%	\$8,019,587	\$7,677,766	\$7,799,633	97.3%
2001	3.606	2,499,049,161	12.37%	\$9,011,571	\$8,556,788	\$8,738,608	97.0%
2002	3.606	2,731,833,645	9.31%	\$9,850,992	\$9,358,443	\$9,515,138	96.59%
2003	3.606	3,259,919,981	19.33%	\$11,755,271	\$11,167,508	\$11,317,160	96.27%
2004	3.606	3,661,114,546	0.95%	\$13,201,979	\$12,541,880	\$12,869,711	97.5%
2005	3.606	3,875,335,514	5.85%	\$13,974,460	\$13,275,737	\$13,360,251	95.6%
2006	3.606	4,287,674,948	10.64%	\$15,461,356	\$14,688,288	\$14,830,238	95.92%
2007	3.45	5,630,046,023	31.31%	\$19,423,659	\$18,452,476	\$18,667,979	100.17%
2008	3.20	6,514,112,802	15.70%	\$20,845,161	\$19,802,903	\$19,739,848	99.68%
2009	3.20	6,434,727,418	<1.22%>	\$20,591,128	\$19,561,571	n/a	n/a

REVENUES

GENERAL FUND FISCAL YEAR 2009

Other Taxes and Fees

Section 8.04 of the Charter of the Village of Key Biscayne, which was adopted on June 18, 1991, provides that all municipal taxes and fees imposed within the Village boundaries by the County as the municipal government for unincorporated Dade County shall continue at the same rate and on the same condition as if those taxes and fees had been adopted and assessed by the Village.

The estimated Fiscal Year 2009 collections are based on anticipated receipts, actual receipts in prior years, and other appropriate factors as explained below.

Non-Ad Valorem Revenues: The chart below is a summary of the Franchise Fees, Utility Taxes, Licenses & Permits, State Shared Revenues, and other Non-Ad Valorem Revenues, which are 29.44% of the General Fund Revenues.

Franchise Fees

Electric Franchise Fees: A Franchise Fee in the amount of 6% of gross revenues from sales of electricity was established by Dade County Ordinance No. 89-81, adopted on September 5, 1989 for a period of thirty (30) years. This authority is granted to local governments by Section 180.14, F.S. The Franchise Fee received during the Fiscal Year is based upon the prior calendar year receipts by the Florida Power & Light Company, less any taxes paid to the Water Management District, Florida Inland Navigation, and municipalities without their own franchise agreement. The estimated revenue from this source for the 2009 Fiscal Year is \$1,065,000.

FRANCHISE FEES

Fiscal Year	Electricity	Telephone	Cable	Total
1996	\$571,093	\$20,179	\$46,824	\$638,096
1997	\$578,195	\$27,278	\$62,342	\$667,815
1998	\$631,323	\$24,016	\$53,728	\$709,067
1999	\$653,798	\$29,235	\$56,998	\$740,031
2000	\$646,001	\$24,450	\$60,000	\$730,451
2001	\$678,316	\$37,343	\$67,855	\$783,513
2002	\$650,000	\$0	\$0	\$650,000
2003	\$690,000	\$0	\$0	\$690,000
2004	\$611,000	\$0	\$0	\$611,000
2005	\$688,600	\$0	\$0	\$688,600
2006	\$700,000	\$0	\$0	\$700,000
2007	\$855,000	\$0	\$0	\$855,000
2008	\$860,000	\$0	\$0	\$860,000
2009	\$1,065,000	\$0	\$0	\$1,065,000

REVENUES

GENERAL FUND FISCAL YEAR 2009

Utility Taxes

Miami-Dade County Ordinance No. 70-72, adopted on September 21, 1970, established utility taxes in the amount of 10% on electricity, telephone, water, gas, and oil. This authority is granted to local governments by Section 166.231, F.S. Subsequently, the utility tax on telephone was extended to cover all forms of telecommunications and was reduced to 7%. The Village adopted its own Utility Tax Ordinance No. 97-12 on April 29, 1997 to replace the County ordinance, which was in effect in accordance with Section 8.04 of the Village Charter. Covered under Florida Statute 202 the Communications Services Tax Simplification Law effective October 1, 2001 combines seven different state and local taxes and fees and replaces these revenues with a tax composed of a state tax and a local option tax on communications services. On June 12, 2001 the Village passed Resolution No. 2001-41 which established the Village's combined local communications services tax rate at 5.62% for the period of October 1, 2001 and ending September 30, 2002. The Village further adopted the local communications services tax rate of 5.22% effective October 1, 2003.

Electric Utility Taxes: This revenue sub-category is derived from a 10% tax levy on the electricity bill of each customer who receives service within the corporate limits of the Village. Based on the projected trend, the estimated revenues from this source in Fiscal Year 2009 are \$1,180,000.

Communication Services Tax: This tax is based on the state telecommunications tax, which combines all telecommunications services into one tax. The revenue from this tax replaced telecommunications taxes and license fees local governments previously received from telecommunications and cable television providers. The Communications Tax Act requires each local government to establish a tax rate on communications services effective October 1, 2001. The taxes are collected by the Department of Revenue ("DOR") and distributed to local governments. On June 12, 2001 the Village passed Resolution No. 2001-41 which established the Village's combined local communications services tax rate at 5.62% for the period of October 1, 2002 and ending September 30, 2003. The Village further adopted the local communications services tax rate of 5.22% effective October 1, 2003. This revenue source is estimated at \$1,014,435 for Fiscal Year 2009.

Water Utility Taxes: This revenue sub-category is derived from a 10% tax levied on the water bill of each customer who receives water services within the corporate limits of the Village. Based on the projected trend, the estimated revenues from this source in Fiscal Year 2009 are \$215,000.

Gas Utility Taxes: This revenue sub-category is derived from a 10% tax levied on the natural gas bill of each customer who receives natural gas services within the

REVENUES

GENERAL FUND FISCAL YEAR 2009

corporate limits of the Village. Based on the projected trend, the estimated revenues from this source in Fiscal Year 2009 are \$175,000.

Oil Utility Taxes: This revenue sub-category is derived from a 10% tax levied on the oil bill of each customer who receives oil services within the corporate limits of the Village. Based on the projected trend, the estimated revenues from this source in Fiscal Year 2009 are \$95.

Utility Taxes

Fiscal Year	Electricity	Tele-Communication	Simplified Communication	Water	Gas	Oil	Total
1996	\$888,651	\$199,746	\$0	\$165,169	\$37,034	\$3,885	\$1,294,485
1997	\$1,032,445	\$274,768	\$0	\$202,918	\$42,066	\$3,616	\$1,555,813
1998	\$989,535	4288,581	\$0	\$196,271	\$36,427	\$4,000	\$1,514,814
1999	\$992,319	\$380,934	\$0	\$208,837	\$35,121	\$4,262	\$1,621,473
2000	\$1,000,553	\$454,101	\$0	\$215,063	\$52,016	\$2,169	\$1,723,902
2001	\$1,018,973	\$492,442	\$0	\$197,715	\$62,833	\$245	\$1,772,208
2002	\$1,135,000	\$0	\$550,000	\$215,000	\$50,000	\$5,000	\$1,955,000
2003	\$1,095,000	\$0	\$850,000	\$249,000	\$60,000	\$1,000	\$2,255,000
2004	\$1,095,000	\$0	\$856,000	\$197,000	\$62,000	\$300	\$2,210,300
2005	\$1,150,000	\$0	\$710,000	\$200,000	\$62,000	\$500	\$2,122,500
2006	\$1,150,000	\$0	\$785,000	\$225,000	\$83,000	\$50	\$2,243,050
2007	\$1,154,000	\$0	\$810,170	\$310,438	\$122,396	\$95	\$2,397,099
2008	\$1,175,000	\$0	\$835,000	\$275,000	\$80,000	\$95	\$2,365,095
2009	\$1,180,000	\$0	\$1,014,435	\$215,000	\$175,000	\$95	\$2,584,530

Licenses & Permits

All businesses in the Village must have an occupational license in order to operate a business within the corporate limits of the Village. The fees for the various types of businesses are set by ordinance. Ordinance 92-13 was adopted on June 6, 1992, and amended by Ordinance 95-9, on September 26, 1995.

Village and County Occupational Licenses: All businesses in the Village must also have an occupational license from the County in order to operate a business within the corporate limits of the County. A portion of the County revenues are remitted to the Village. The licenses are regulated by Chapter 205, F.S., and by the aforementioned ordinances. Total estimated revenues from all sources for Fiscal Year 2009 are \$100,000.

REVENUES

GENERAL FUND FISCAL YEAR 2009

Building Permits: Permits must be issued to any individual or business whom does construction work within the corporate limits of the Village. These permits are issued for construction, such as electrical, plumbing, structural, mechanical, etc. The fees for various types of permits are set by Village Ordinance No. 96-4 and by Section 2-18 of the Miami-Dade County Building Code and the minimum fee for a permit is \$41.50, per Resolution 99-3, adopted on January 12, 1999. Permits for residential construction are based on the 1992 fees of Miami-Dade County. The estimated revenue for the Fiscal Year 2009 totals \$975,000.

Licenses & Permits

Fiscal Year	Occupational Licenses	Building Permits	Total
1998	\$25,749	\$978,019	\$1,003,768
1999	\$40,558	\$628,114	\$668,672
2000	\$58,655	\$1,257,986	\$1,316,641
2001	\$38,212	\$1,275,017	\$1,308,229
2002	\$40,000	\$600,947	\$640,947
2003	\$85,000	\$868,185	\$854,185
2004	\$50,000	\$907,358	\$957,358
2005	\$55,000	\$909,922	\$964,922
2006	\$57,000	\$862,945	\$919,945
2007	\$108,879	\$945,247	\$1,054,126
2008	\$100,000	\$975,000	\$1,075,000
2009	\$100,000	\$975,000	\$1,075,000

State Shared Revenues

In addition to Ad Valorem taxation, communities in Florida rely on revenues that are imposed and collected by the State of Florida and then shared with municipalities. These revenues are distributed by the State of Florida Department of Revenue according to various formulas. These revenues have been budgeted in accordance with the trends and estimates of the State Revenue Sharing Commission. State shared revenues are pledged sources of revenue to repay the debt service on the state sanitary sewer loan (Revenue Sharing).

Cigarette Tax In 1943, Florida levied its first tax on cigarettes at a rate of three cents per pack. It was not until 1971 and the creation of the Municipal Financial Assistance Trust Fund that the state began to share a portion of state cigarette tax revenues with municipalities. The enacting legislation, creating the Trust Fund, required that the fund be financed from the proceeds of two-cents per pack tax on cigarettes 5.8% of the State tax on each pack of cigarettes as per Chapter 71-364, Laws of Florida. Due to declining revenues, as of October 1, 2000 revenues from this tax were combined with State Revenue Sharing.

REVENUES

GENERAL FUND FISCAL YEAR 2009

State Revenue Sharing: Chapter 72-360, Laws of Florida, created the Revenue Sharing Act of 1972, providing for general revenue sharing. Revenue for this fund comes from 32.4% of the tax on each pack of cigarettes, the one-cent municipal gas tax, and 25% of the state alternative fuel decal user fee. The share of this fund for an individual municipality is determined by a complex formula that includes its own population, statewide municipal population, county population, county sales tax collections, total statewide sales tax collections from municipalities, municipal property valuation, statewide municipalities' property valuation, and by a factor measuring relative revenue-raising ability. About 35% of these funds are a result of the municipal gas tax. This percentage of the proceeds can be used only for transportation purposes, including transportation related public safety activities. For Fiscal Year 2008, the estimated revenue from this source is \$240,000. A portion of this revenue has been pledged for the repayment of the sanitary sewer state planning loan of \$437,548 as per Ordinance 96-6 adopted June 25, 1996. The annual loan payment is \$28,134.

Half-Cent Sales Tax: Chapter 82-154, Laws of Florida, created the local government half-cent sales tax program. It is so named because one half of the proceeds of this tax are divided between counties and municipalities and the other half goes to the state. The primary purpose of the tax was to provide relief from Ad-Valorem taxes in addition to providing counties and municipalities with revenues for local programs. Current revenues for this fund come from 9.653% of the state sales tax (which is shared by both counties and cities). The distribution formulas are population-oriented but not directly proportional to population increase. Municipalities can use these funds for municipal-wide programs. These funds can also be pledged towards repayment of bonds or used for capital projects. The estimated revenue from this source for Fiscal Year 2009 is \$710,947.

State Shared Revenues

Fiscal Year	Cigarette Tax	State Revenue Sharing	Half-Cent Sales Tax	Local Option Gas Tax	Total
1996	\$10,490	\$125,989	\$442,273	\$211,312	\$787,969
1997	\$8,395	\$126,787	\$450,750	\$178,732	\$766,638
1998	\$10,364	\$125,324	\$507,696	\$175,000	\$818,524
1999	\$10,504	\$117,144	\$496,571	\$178,243	\$801,486
2000	\$9,528	\$130,246	\$556,740	\$188,206	\$883,124
2001	\$7,932	\$132,230	\$585,683	\$205,563	\$923,476
2002	\$0	\$140,000	\$598,840	\$220,000	\$958,840
2003	\$0	\$140,000	\$598,840	\$220,000	\$958,840
2004	\$0	\$140,000	\$620,000	\$215,000	\$981,500
2005	\$0	\$150,000	\$620,000	\$220,000	\$990,000
2006	\$0	\$175,000	\$700,000	\$0	\$882,500
2007	\$0	\$231,724	\$777,141	\$0	\$1,008,865
2008	\$0	\$240,000	\$735,000	\$0	\$975,000
2009	\$0	\$219,191	\$710,947	\$0	\$930,138

REVENUES

GENERAL FUND FISCAL YEAR 2009

Local Option Gas Tax: The first local option gas tax was adopted by Miami-Dade County on July 19, 1985, prior to the incorporation of the Village. The Village became eligible to receive these funds at the time the Village was declared eligible for all state shared revenues. The tax is levied at the rate of six cents per gallon on motor fuel and special fuel and is collected by the Florida Department of Revenue and remitted monthly to the county and municipalities on a formula which provides a weight of 75% to population and 25% to center line miles of roadway maintained in each municipality (the Village maintains 20.5 miles). These funds must be used for general transportation-related expenditures and may include debt service financing on transportation related capital projects. For fiscal year 2009, this tax is budgeted as a revenue source in the Transportation Special Revenue Fund.

Local Option Capital Improvement Gas Tax: A second local option gas tax was adopted as part of the 1994 budget by the Miami-Dade County Commission on September 20, 1993 and became effective January 1, 1994. It was levied at five cents per gallon. Following the County Commission amendment in 1996, the levy has been reduced to three cents per gallon. The funds are distributed in accordance with an Interlocal agreement dated July 27, 1993. These funds must be used for transportation expenditures needed to meet requirements of the capital improvement elements of an adopted comprehensive plan. The revenue from the local option capital improvement gas tax for Fiscal 2009 is also budgeted in the Transportation Special Revenue Fund.

Other Revenues

The following chart is a summary of other revenues for the Village, which includes Interest Income and Fines & Forfeitures.

Interest Income: In accordance with the Village financial policy, investment practices used are: Certificate of Deposit; cash management overnight investments and state municipal surplus fund pool. These are maintained to provide that available funds be invested at all times with minimum risk and maximum liquidity. The revenue from the interest income for Fiscal Year 2009 is estimated at \$275,000.

Fines & Forfeitures: Fines from traffic violations and violations of other laws provide governments with some additional revenue, as provided in chapters 316 and 318 of the Florida Statutes. The Village receives 56.4% of the revenues resulting from traffic enforcement activities of the Village Police Department. The trend for this revenue is usually constant. Fiscal Year 2009 estimate is \$17,775.

REVENUES

GENERAL FUND FISCAL YEAR 2009

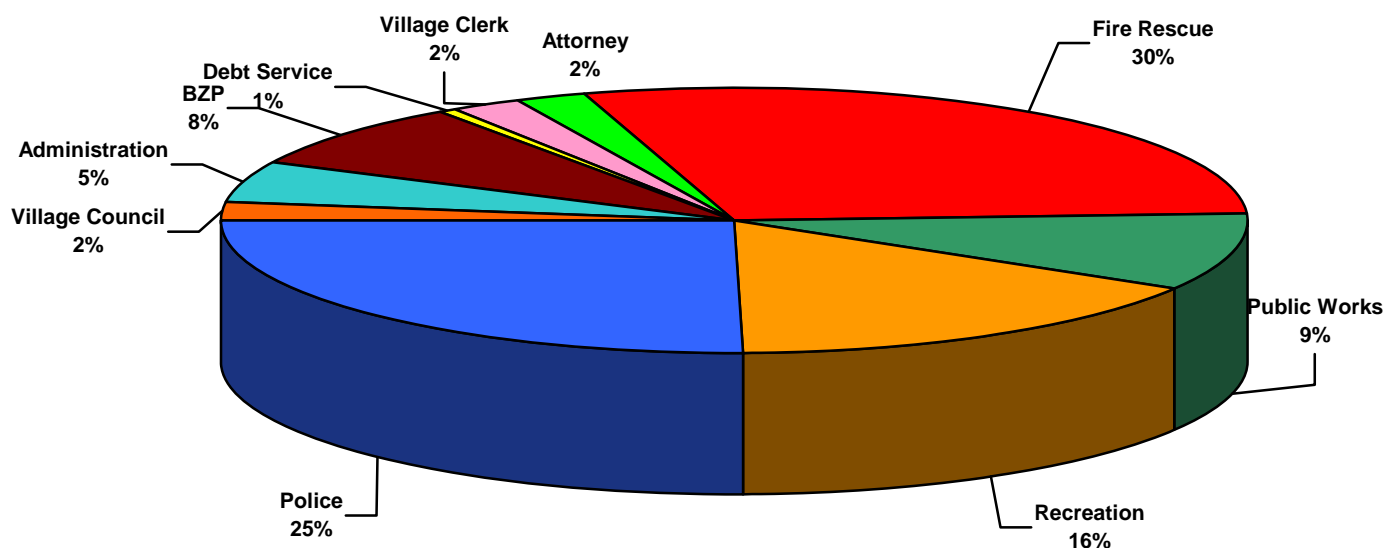
Other Revenues

Fiscal Year	Interest Income	Fines & Forfeitures	Total
1996	\$280,570	\$28,311	\$308,881
1997	\$248,646	\$28,807	\$277,453
1998	\$233,655	\$29,773	\$263,428
1999	\$231,820	\$293,689	\$525,509
2000	\$315,399	\$102,057	\$417,456
2001	\$291,408	\$322,344	\$613,752
2002	\$200,000	\$28,280	\$228,280
2003	\$111,400	\$28,280	\$139,680
2004	\$75,000	\$38,400	\$113,400
2005	\$58,000	\$75,000	\$133,000
2006	\$225,000	\$75,000	\$300,000
2007	\$239,247	\$75,000	\$314,247
2008	\$375,000	\$15,000	\$390,000
2009	\$275,000	\$17,775	\$292,775

EXPENDITURES

GENERAL FUND FISCAL YEAR 2009

The \$27,723,139 Adopted Fiscal Year 2009 Budget allocates funds to eleven departments, debt service and an amount for capital projects as listed below. The department expenditure budgets itemize the funding that provides for the overall administration and management of all governmental functions and activities of the Village. The monies allocated to each department ensure the proper implementation of policies and ordinances adopted by the Village Council in an efficient and effective manner. The Adopted Fiscal Year 2009 Budget expenditures have increased a total of 2% over the Fiscal Year 2008 expenditures. This increase can be attributed to an increase in personnel expenses, insurance costs, maintenance and repair expenses, and various increased reserve accounts allocations.



Expenditures	Adopted FY 2008	Adopted FY 2009	Difference	Percent Changed
Village Council	\$468,963	\$474,688	\$5,725	1%
Administration	938,822	1,079,552	140,730	15%
Village Clerk	451,276	452,824	1,548	0%
Village Attorney	383,000	483,000	100,000	26%
Debt Service	3,179,902	3,335,456	155,554	5%
Building, Zoning & Planning	1,638,755	1,687,548	48,793	3%
Police	5,104,248	5,368,707	264,459	5%
Fire Rescue	5,568,523	6,160,922	592,399	11%
Public Works	1,921,489	1,977,948	56,459	3%
Recreation	2,956,003	3,466,299	510,296	17%
Sub-Total	22,610,981	24,486,945	1,875,964	8%
Operating Transfers for Capital Outlay	4,533,094	3,236,194	<1,298,790>	<29>%
Total	\$27,145,966	\$27,723,139	\$577,174	2%

EXPENDITURES

GENERAL FUND FISCAL YEAR 2009

EXPENDITURE CHANGES RATIONALE

Village Council: While the Mayor and Village Council receive no compensation for their services as elected officials, there is however expenditures covered in the budget. The Adopted Fiscal Year 2009 Budget for the Village Council has increased due to the federal representative's contract, increases for the Historical Society, and Chamber of Commerce.

Administration: Administration includes the Village Manager's Office and the Finance and Administrative Services Department. At \$1,079,552, the Adopted Fiscal Year 2009 Budget increased due to allocating all of the costs of a new Property Manager and a Customer Services Representative from other departments.

Village Clerk: The Village Clerk's Adopted Fiscal Year 2008 Budget will increase by \$1,548. The increase is due to personnel expenses.

Village Attorney: At \$483,000, the Village Attorney's allocation increased due to anticipated lawsuit costs in the upcoming year.

Debt Service: The Fiscal Year 2009 requirement for debt service is based upon level debt service and increased by \$155,554. The increase is attributable to debt service on a new 1 year temporary loan related to the Sewer Project.

Building, Zoning and Planning: The Building, Zoning and Planning Department budget of \$1,687,548 represents a 3% increase from the Fiscal Year 2008 Budget. The increase is mainly due to personnel expenses

Police: The Police Department's Fiscal Year 2009 Budget allocation of \$5,368,707 represents a \$264,459 increase, or 5%, from the Fiscal Year 2008 Budget. The increase is attributed to personnel costs, expenses for the department's patrol boat and a small increase due to the fleet replacement program.

Fire Rescue: The Adopted Fiscal Year 2009 Budget for Fire Rescue will increase by \$592,399 or 11%, due to an increase in personnel expenses and insurance.

Public Works: The Adopted Fiscal Year 2009 Budget for Public Works will increase by 3%, or \$56,459. This change is due to the increase in insurance, increased maintenance contracts and increased vehicle maintenance costs.

Recreation: At \$3,466,299, the Park and Recreation Department's budget provides for an increase of \$510,296, or 17%. This is due to an increase in personnel expenses and

EXPENDITURES

GENERAL FUND FISCAL YEAR 2009

contract services attributed to expanding community center activity and the addition of a new Athletics Department.

Capital Outlay: The Adopted Fiscal Year 2009 Budget for Capital Outlay is \$3,236,194.

EXPENDITURES BY OBJECT CHANGES RATIONALE

Personnel: All full-time and part-time employees who support the functions of the Village departments. Costs include salaries, overtime, shift differentials, and employee benefits that include commitments for employee fringe benefits.

Other Expenses: The requirements for a department's work program, which are provided by either outside vendors or contractors. Examples are the costs of repair and maintenance services, the change in costs related to bi-annual election expenses, utilities, insurance, microfilming, computer supplies, seminars, and printing. A large portion of the increase in this category is attributable to increased insurance costs and an increase in maintenance and repairs pertaining to the new Administrative/Police/Fire buildings.

Contract Professionals: This item includes, but is not limited to, the Village Attorney, Village Engineer, and Landscape Architects.

Supplies: Represents expendable materials and items necessary to carry out a department's work program for the fiscal year. Items included are repair and maintenance materials, chemicals, office supplies and small tools.

Equipment: This category represents expenditures for equipment for each department. Items include, but are not limited to, recreation equipment, fire/rescue equipment and police equipment.

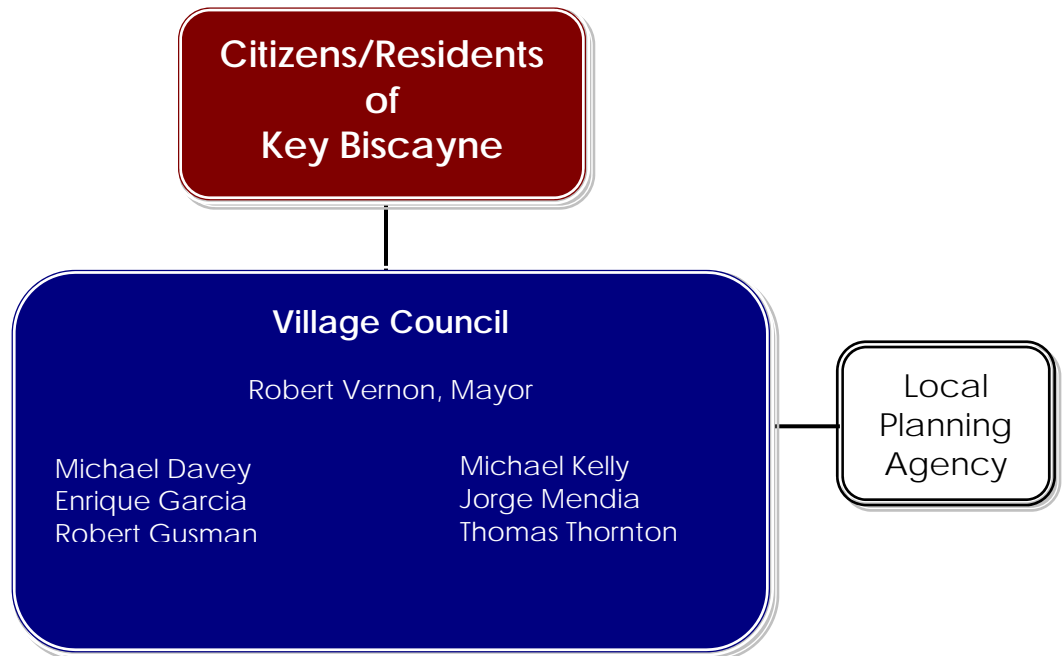
Debt Service: This represents the principal and interest payments for all outstanding associated with the Civic Center Project and the initial sewer system loan.

Capital Outlay: Expenditures in this category are associated with the acquisition and/or construction of major capital facilities and improvements such as sidewalks, underground wiring, landscaping and contributions to reserves.

MISSION STATEMENT

To provide a safe, quality community environment for all islanders through responsible government.

Organizational Chart



FUNCTIONAL ORGANIZATIONAL CHART

Village Council

- The Mayor, as a member of the Village Council, is the Chairman of the Village Council.
- The Mayor is responsible for presiding at all Village Council meetings, executing all ordinances, resolutions and contracts on behalf of the Village and represents the Village and Village Council at public events.
- The Council represents the citizens of Key Biscayne by promoting effective government through responsive policy direction and leadership to meet current and future needs of the Village.
- The Council is mandated by the Village Charter and responsible for the formulation of the overall policies of the Village which then are implemented by the Village Manager.
- The Council serves as the Local Planning Agency. Its purpose is to prepare the local comprehensive plan and conduct the comprehensive planning program.

DEPARTMENTAL DESCRIPTION

Key Biscayne operates under the Council-Manager form of government in accordance with its Charter. Legislative authority is vested in a seven member Village Council consisting of a Mayor and six Council Members all elected at large and on a non-partisan basis. The mayor and the council members are elected by the electors of the Village for a two-year term. No person shall serve as mayor for more than two consecutive elected terms, and no person may serve on the council, or as any combination of mayor and council member, for more than eight consecutive years.

The Council, as the legislative body of the Village, determines public policy to meet community needs and appoints a Village Manager who is responsible for administration of that policy and managing the Village's departments and services. The Council also appoints the Village Clerk and the Village Attorney. The Council is responsible for the overall direction of the village and general welfare of Key Biscayne residents.

Village Council elections are held on the first Tuesday after the first Monday of November, every even numbered year. To be eligible to seek office, a person must be a resident of the Village of Key Biscayne for at least one year and be a qualified elector of the Village.

The members of the Village Council also serve as the Local Planning Agency. The Local Planning Agency was responsible for the development of the Comprehensive Master Plan. The Council sits as the Zoning Appeals Board. The Local Planning Agency was created by Ordinance 92-08 on February 25, 1992. Its purpose is to prepare the local comprehensive plan and conduct the comprehensive planning program. All meetings of the Local Planning Agency are public meetings and agency records are public. The Master Plan was adopted by the Village Council by Ordinance 95-8, September 12, 1995 and accepted by the Florida Department of Community Affairs on October 20, 1995.

VILLAGE COUNCIL

FISCAL YEAR 2009 BUDGET

Responsibilities of the Local Planning Agency

- Prepare the local comprehensive plan and any amendments.
- Make recommendations to the municipal governing body regarding the adoption or amendment of plan.
- Hold Public Hearings on the proposed plan or plan amendment.
- Monitor the effectiveness and status of the comprehensive plan.
- Make recommendations to the municipal governing body concerning any changes required to the comprehensive plan.
- Review proposed land development regulations and codes, and inform the governing body of the consistency of the proposal with the local comprehensive plan.
- Perform other duties assigned by the governing body, general law, or special law.

PERFORMANCE INDICATORS

Regular Council meetings are held the second Tuesday of every month (except August) in the Council Chamber, 560 Crandon Boulevard, at 7:00 p.m. Council meeting schedules are subject to change. Council meetings are broadcast live and re-broadcast daily at 10:00 a.m. and at 7:00 p.m. Below is a breakdown of the Village Council's activities by calendar year.

	2002	2003	2004	2005	2006	2007
Meetings	8	15	17	12	11	12
Special Meetings	7	7	4	10	7	12
Resolutions	61	43	55	44	52	66
Ordinances	8	10	11	20	12	10
Workshops	2	4	3	6	4	4

2009 DEPARTMENTAL OBJECTIVES & MANAGEMENT OVERVIEW

It is the desire of the Village of Key Biscayne for their development policies to protect its residential character. Future residential development should be at the lowest densities consistent with protection of reasonable property rights. Hotels should be permitted in order to provide ocean access opportunities and respect an established land use pattern; however, they should be modest in size so as not to overpower the

VILLAGE COUNCIL

FISCAL YEAR 2009 BUDGET

community's residential character. Other commercial development should be sized to meet the needs of residents and hotel guests. Office development should be limited to the minimum amount practical in light of existing development patterns.

RESIDENT'S EXECUTIVE SUMMARY – Village Council

FUNDING LEVEL SUMMARY

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	% Change from FY 08
Administrative Expenses	\$30,000	\$30,000	\$37,000	\$40,000	\$40,000	0%
Other Expenses	\$192,367	\$332,912	\$421,424	\$424,963	\$434,688	2.3%
Total Departments	\$222,367	\$362,912	\$458,424	\$468,963	\$474,688	1.2%

BUDGET SUMMARY

At \$474,688, the Village Council budget increased \$5,725 from Fiscal Year 2008. The increase is due to the addition of the Historical Society line item.

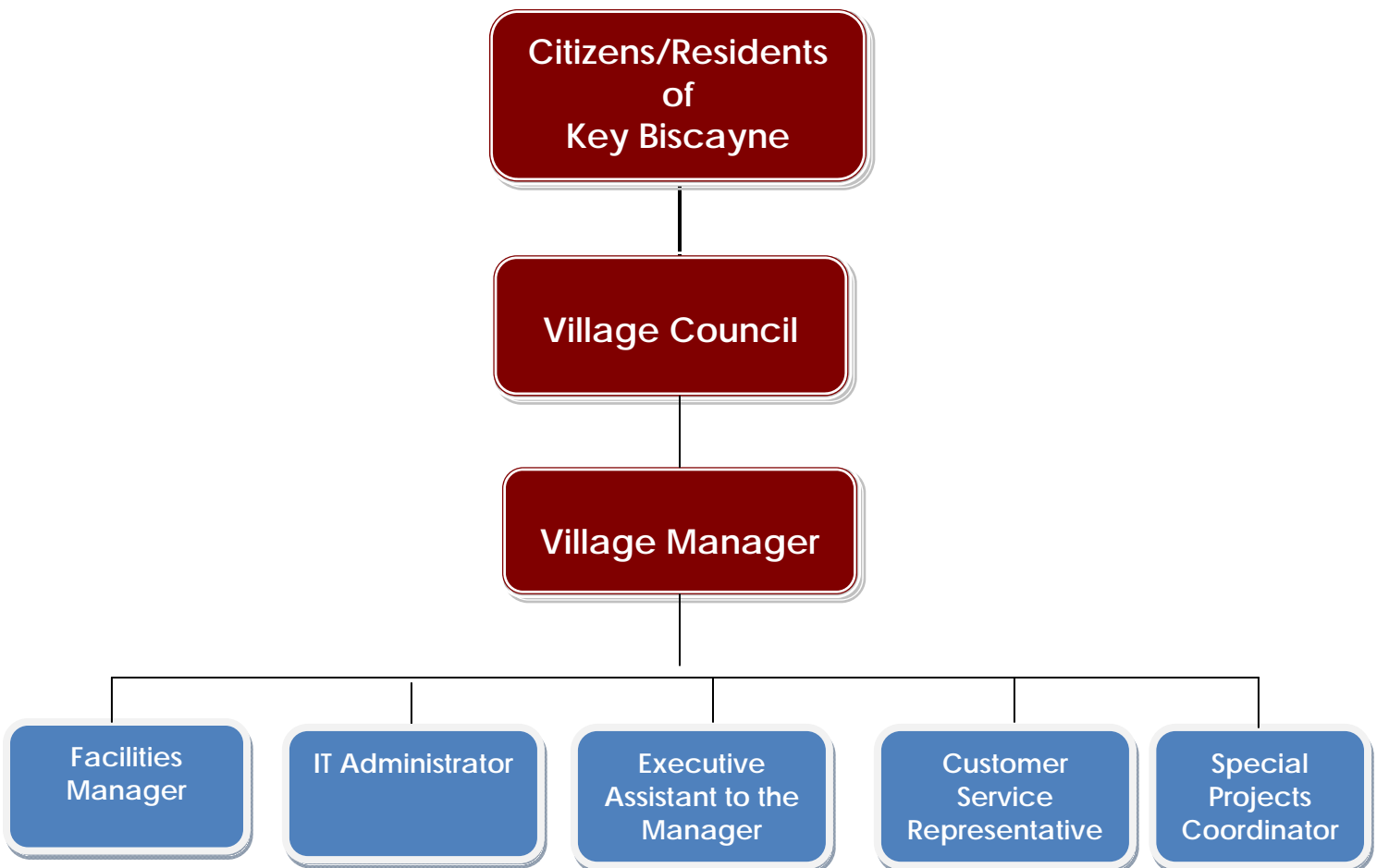
Village Council

Description	FY2008 Budget	Adopted FY2009	Variance
ADMINISTRATIVE EXPENSES	\$40,000	\$40,000	0%
MEMBERSHIP AND DUES	\$16,000	\$16,000	0%
WEBSITE/COMMUNICATIONS	\$9,240	\$9,240	0%
ART IN PUBLIC PLACES	\$41,000	\$41,000	0%
CAPITAL OUTLAY	\$85,000	\$85,000	0%
INSURANCE	\$21,352	\$21,352	0%
COMMITTEE EXPENSES	\$500	\$500	0%
STATE RELATIONS REPRESENTATIVE	\$50,000	\$55,000	10%
FEDERAL RELATIONS REPRESENTATIVE	\$100,000	\$75,000	-25%
UTILITIES	\$6,108	\$4,933	-19%
CHAMBER OF COMMERCE	\$55,063	\$75,063	36%
YOUTH COUNCIL CONFERENCES	\$35,700	\$35,700	0%
	\$9,000	\$15,000	67%
Total Council	\$468,963	\$474,688	1.22%

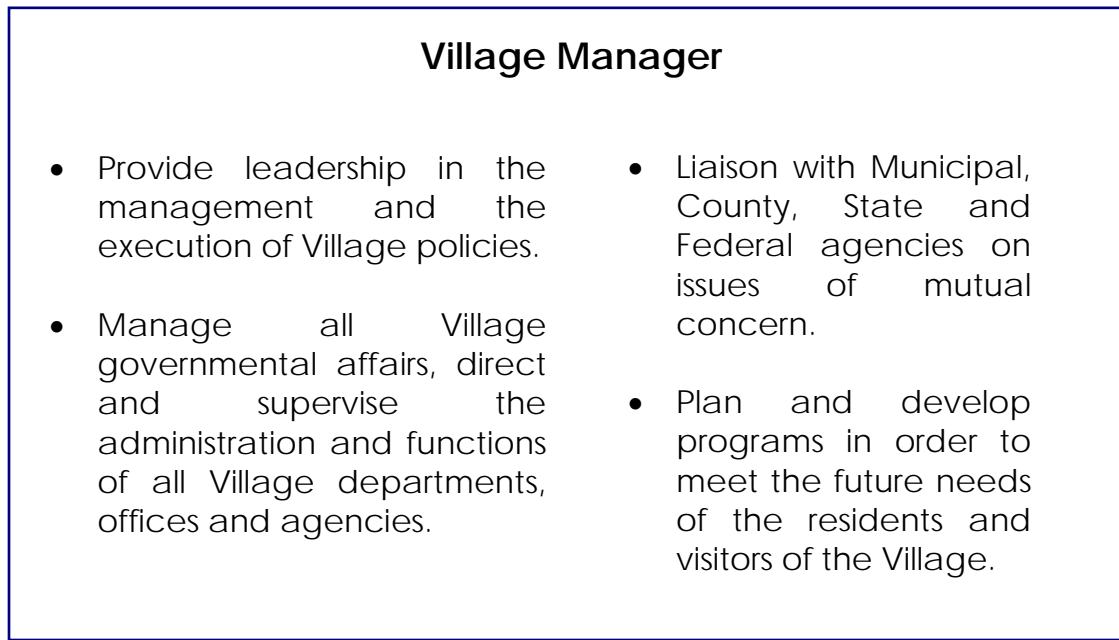
MISSION STATEMENT

To implement Village Council policies and to provide sound leadership and oversee all departmental activities, enabling them to work in the best interests of our community, instill the Village's mission statement among our employees to foster an outstanding level of service at a reasonable cost, and effectively implement and administer the policies established by the Council.

Organizational Chart



FUNCTIONAL ORGANIZATIONAL CHART



DEPARTMENTAL DESCRIPTION

The Village manager is the chief executive officer and administrative head of the Village, with the responsibility for planning, organizing, directing, staffing, coordinating and budgeting for the widespread programs and services for the citizens of the Village. The Village Manager is appointed by and serves at the pleasure of the Village Council, and is directly responsible for executing Village laws and ordinances and is responsible for implementation of policies set fourth by the Village Council. The Village Manger appoints the Directors of all Departments.

As chief executive officer of the Village government, the Village Manager is responsible for providing and exercising overall supervision and disciplinary control over the necessary administrative and operating staff to carry out official Council policies. The Village Manager assists in adopting a financial plan for Village operations by helping to prepare for Council consideration the Annual Operating Budget and

OFFICE OF THE VILLAGE MANAGER

FISCAL YEAR 2009 BUDGET

Capital Improvements Program. The Village Manager develops and recommends alternative solutions to community problems as well as plans and develops programs to meet the future physical, social, and cultural needs of the Village. The Village Manager is responsible for the execution of contracts, deeds and other document on behalf of the Village to the extent provided by Council, and is responsible for the enforcement of all laws, charter and acts of the Council.

Authorized Positions	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Village Manager	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Village Manager	1.0	1.0	0.0	0.0	0.0	0.0
Assistant to the Manager	0.0	1.0	1.0	1.0	1.0	1.0
IT Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Customer Service Representative	0.0	0.0	0.0	0.0	0.0	1.0
Facilities Manager	0.0	0.0	0.0	0.0	0.0	1.0
Special Projects Coordinator	0.0	0.0	0.0	0.0	0.0	0.25
Receptionist – Part Time	0.5	0.0	0.0	0.0	0.0	0.0
Total	3.5	4.0	3.0	3.0	3.0	5.25

2009- DEPARTMENTAL OBJECTIVES

- To satisfactorily relay Village Council policy decisions to the organization and administer the decisions in day-to-day operations.
- To maintain administrative control of all departments by reports, and verbal and written communications on all matters involving daily operation of the Village.
- To conduct any special studies, information gathering and reports as may be necessary and/or requested by the Village Council.
- To attend and participate in intergovernmental activities by attending meetings and facilitating the exchange of information within different jurisdictions.
- To prepare and submit a Village budget by July 15th of each year.

OFFICE OF THE VILLAGE MANAGER

FISCAL YEAR 2009 BUDGET

- To increase the level of Village services by increasing the amount of grant-in-aid revenues.
- To revitalize productivity programs to reduce costs through improved methods and procedures.
- To support and promote State legislation in the Village's interest while actively opposing legislation that is detrimental to the Village.
- To coordinate, plan, control, and monitor the activities of agencies reporting to the Village Manager to insure that all policies and actions of the council and administration are carried out, including the attainment of budget objectives and adherence to assigned deadlines for completion of projects and studies.
- To communicate all requests for service, referral and information to appropriate Village departments and to provide necessary follow-up to ensure that a response or resolution to the request is provided.
- To maintain a cooperative working relationship with State agencies and other local governments to resolve problems of mutual concern.
- To continue to emphasize and encourage organization and departmental efforts in identifying and implementing changes to improve efficiency and reduce cost.

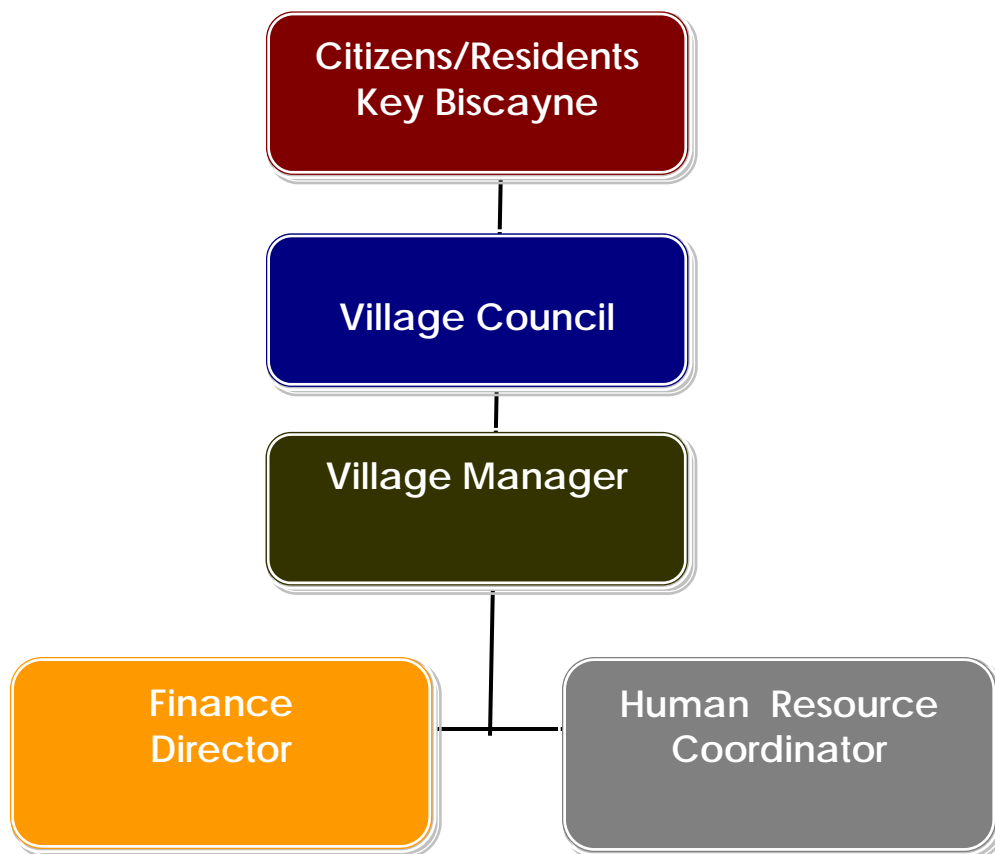
FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT

FISCAL YEAR 2009 BUDGET

MISSION STATEMENT

To administer the finances and budget of the village efficiently and report related activities accurately and timely, and to manage the insurance and employee benefit programs in the best interest of the Village and its employees.

Organizational Chart



FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT

FISCAL YEAR 2009 BUDGET

FUNCTIONAL ORGANIZATIONAL CHART

Finance and Administrative Services Department

- Responsible for coordinating the financial operation of the Village departments.
- Coordinate and administer personnel policies and employee benefits programs, and risk management.
- Coordinate and prepare the annual operating budget.
- Responsible for comprehensive insurance program.
- Enterprise Fund administration consisting of billing for Solid Waste accounts and Stormwater fee calculation and administration.
- Capital Improvement Fund project accounting.

DEPARTMENTAL DESCRIPTION

The Department of Finance and Administrative Services is responsible for coordinating the financial operation of the Village departments. Under the direction and supervision of Randolph G. White, P.A., the Department has two main functions: Finance, which is the central fiscal control and accounting agency of the Village, Administrative Services, which coordinates and administers Personnel Policies and employee benefits programs, and risk management which deals with worker's compensation and insurance.

The Director of the Finance and Administrative Services Department serves as the chief fiscal officer for the Village and coordinator of the employee benefits program. The Department deals with daily finance/accounting activities including payrolls and audits, preparation of the operating and capital budgets, preparation of

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT

FISCAL YEAR 2009 BUDGET

comprehensive financial reports, investments, debt management, cash management, and bank relations. The Department provides financial information to the public, state agencies, grantors, auditors, Village Council and management.

In addition, the Department is responsible for the comprehensive insurance program which includes automobile, liability, property and workman's compensation program and for the employee benefits program which includes health insurance, life insurance, long-term disability insurance, dental insurance, deferred compensation plan and legal service plan.

The Stormwater utility billing fee program under contract with the County began in 1994. On January 1, 1995, the Village took over from the County the responsibility for providing Solid Waste and Recycling collection and billing services.

The Finance and Administrative Services Department staff includes a Human Resource Manager. The position of the Village Finance Director has been eliminated and replaced with a contract with services provided by Randolph G. White, P.A.

PERFORMANCE INDICATORS

The Finance Department continued to maintain accurate and up-to-date records. It submitted the Comprehensive Annual Financial Report to the Government Finance Officers Association (GFOA) in June 2008. The budget was prepared on time and administered carefully during the year. The budget was filed and accepted by the Florida Department of Revenue and met the "TRIM" (Truth in Millage Bill) Requirements on July 1, 2008. All available funds were invested in sweep arrangements with SunTrust Bank and Northern Trust Bank. Additional surplus funds were invested in Certificates of Deposit with varying maturities, and cash management agreements with Colonial Bank. The advantage of the cash management agreements are that all significant cash balances in both banks earn interest on a daily basis without having to be transferred to other investments or recalled when needed. Insurance policies were monitored on an ongoing basis for the lowest premiums and best coverage. Information was periodically made available to employees concerning all programs for which they were eligible. To effectively supervise billing functions for the enterprise funds procedures have been established to promptly record Village properties as they come on line.

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT

FISCAL YEAR 2009 BUDGET

PERFORMANCE INDICATORS

ACTIVITY	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated
Payroll Checks	3,100	3,126	3,150	3,162	3,175	3,180
Accounts Payable Checks	3,085	3,177	3,577	3,522	3,600	3,750
Solid Waste Bills	1,294	1,286	1,286	1,286	1,286	1,286
Employees Insurance Premiums	\$403,733	\$527,094	\$577,800	\$685,291	\$1,043,000	\$1,043,000
Property Liability Premiums	\$322,410	\$348,026	\$432,848	\$432,848	\$435,000	\$435,000
Manage Investments	\$7,262,251	\$6,892,191	\$11,234,789	\$11,234,789	\$14,000,000	\$14,000,000
CAFR Award ¹	YES	YES	YES	YES	YES	YES
Budget Award ²	NO	NO	NO	NO	NO	NO
Audit Submittal	March 31	March 31	March 31	June 30	June 30	

¹ Comprehensive Annual Financial Report Certificate of Achievement. (1992 first received)

² Annual Distinguished Budget Presentation Award. (1993 first received)

2009 DEPARTMENTAL OBJECTIVES & MANAGEMENT OVERVIEW

It is the goal of the Finance and Administrative Services Department to provide the most timely and accurate financial reports and to continue to earn the Annual Certificate of Excellence in Financial Reporting (CAFR) from the Government Finance Officers Association (GFOA). The Finance Department will begin working with department heads in January 2008 in preparation for the Fiscal Year 2009 operating budget. It is our goal to once again, obtain the Annual Distinguished Budget Presentation Award from GFOA. We plan to maximize interest earnings with minimum risk by investing surplus funds with the State Board of Administration Local Government Surplus Trust Fund Investment Pool as per Resolution 92-16 adopted on April 14, 1992, or other cash management options, depending on market conditions. In order to aggressively collect receivables and identify all Village clients for utility billings, the Finance and Administrative Services Department will work with the Dade County Property Appraiser to maintain the most current property listings and assist staff with citizen inquiries on billing and collection procedures providing the most expeditious and accurate service for the Village. To ensure Village employees receive the highest quality benefit programs available, the Finance and Administrative Services Department reviews the Village Health Insurance Program twice annually and advises employees of the opportunity for changes.

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT

FISCAL YEAR 2009 BUDGET

Other goals for this department to improve service to the Village include:

- Provide department heads a summary of Revenues, Expenditures and Surplus of the General Fund along with the monthly financial statement.
- Improve and upgrade the payroll software utilized in order to provide more information to employees.
- Upgrade the system for collecting solid waste fees utilizing a lockbox service.
- Require all accounting staff to attend 24 hours of continuing professional education annually specifically in the area of governmental accounting.

RESIDENT'S EXECUTIVE SUMMARY – FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT

Authorized Positions	2004	2005	2006	2007	2008	2009
Human Resource Manager	1	1	1	1	1	1
Total	1.0	1.0	1.0	1.0	1.0	1.0

FUNDING LEVEL SUMMARY

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	% Change from FY 08
Personnel Expenses	\$397,660	\$485,851	\$422,030	\$496,702	\$465,050	\$632,029	35.91%
Operational Expenses	\$641,841	\$746,549	\$745,913	\$733,848	\$473,772	\$436,999	-7.76%
Capital Outlay	\$0	\$0	\$0	\$5,500	\$0	\$10,524	100%
Total Department	\$1,039,501	\$1,232,400	\$1,167,943	\$1,236,050	\$938,822	\$1,079,552	14.99%

BUDGET SUMMARY Administrative Services Budget increased \$140,730 from the previous year due to an increase in personnel costs.

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT

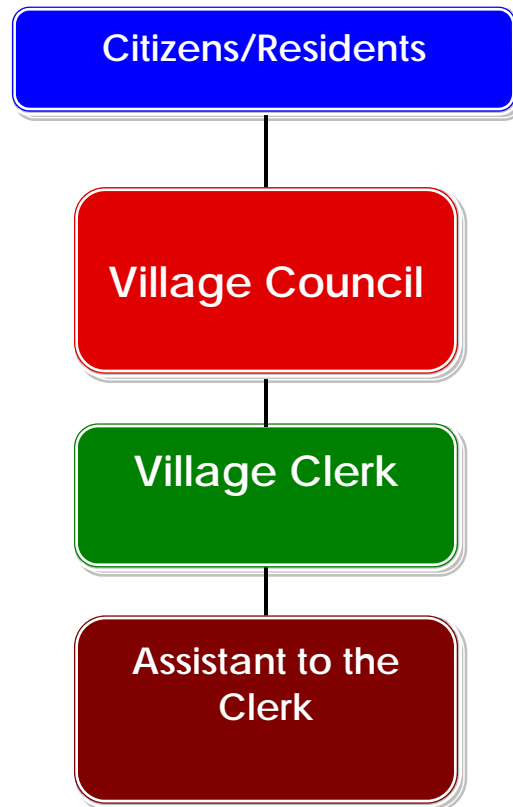
FISCAL YEAR 2009 BUDGET

	FY2008 Budget	Adopted FY2009	Variance %	Dollar
VILLAGE MANAGER	\$165,000	\$178,447	8%	\$13,447
ASSISTANT TO THE MANAGER	\$65,287	\$60,000	-8%	(\$5,287)
HUMAN RESOURCES COORDINATOR	\$69,070	\$71,143	3%	\$2,073
IT ADMINISTRATOR	\$63,831	\$69,034	8%	\$5,203
FACILITIES & CAPITAL PROJ. MANAGER	\$0	\$60,000	100%	\$60,000
CUSTOMER SERVICE REP	\$0	\$35,000	100%	\$35,000
SPL PROJECT/COMMUNICATIONS COORD.	\$0	\$16,811	100%	\$16,811
COMPENSATED ABSENCES*	\$0	\$0	0%	\$0
PAYROLL TAXES	\$27,784	\$37,518	35%	\$9,734
RETIREMENT CONTRIBUTIONS	\$43,583	\$58,852	35%	\$15,269
LIFE, HEALTH, DISABILITY INSURANCE	\$28,389	\$42,870	51%	\$14,481
WORKERS COMPENSATION	\$2,106	\$2,354	12%	\$248
APPRAISERS	\$5,000	\$5,000	0%	\$0
INDEPENDENT AUDITORS	\$50,000	\$50,000	0%	\$0
FINANCE DIRECTOR - CONTRACT	\$111,395	\$114,737	3%	\$3,342
MAINTENANCE CONTRACT	\$3,333	\$1,334	-60%	(\$1,999)
ADMINISTRATIVE EXPENSES	\$43,565	\$44,975	3%	\$1,410
TRAVEL & PER DIEM	\$3,800	\$3,800	0%	\$0
WEBSITE/COMMUNICATIONS	\$7,000	\$7,000	0%	\$0
COMMUNICATIONS	\$11,500	\$10,500	-9%	(\$1,000)
POSTAGE	\$9,200	\$9,500	3%	\$300
UTILITIES	\$9,167	\$8,402	-8%	(\$765)
RENTALS & LEASES	\$18,260	\$19,400	6%	\$1,140
INSURANCE	\$11,872	\$11,872	0%	\$0
BUILDING MAINTENANCE	\$50,000	\$40,000	-20%	(\$10,000)
VILLAGE HALL MAINTENANCE	\$10,277	\$0	-100%	(\$10,277)
PRINTING & BINDING	\$800	\$900	13%	\$100
MISCELLANEOUS EXPENSES	\$2,300	\$2,300	0%	\$0
MEMBERSHIPS, EDUCATION & TRAINING	\$4,780	\$6,280	31%	\$1,500
OFFICE SUPPLIES	\$10,000	\$10,000	0%	\$0
FURNITURE & FIXTURES	\$1,000	\$1,000	0%	\$0
EQUIPMENT	\$10,524	\$10,524	0%	\$0
CONTINGENCY FOR EMERGENCY*	\$100,000	\$90,000	-10%	(\$10,000)
	\$938,823	\$1,079,552	14.99%	\$140,729

MISSION STATEMENT

To provide a safe, quality community environment for all islanders through responsible government.

DEPARTMENTAL ORGANIZATIONAL CHART



FUNCTIONAL ORGANIZATIONAL CHART

Village Clerk

- The Village Clerk acts as Secretary to the Council by recording and maintaining accurate minutes of the proceedings of the Village Council, publishing public notices, and maintaining custody of all official records not handled by someone else.
- The Village Clerk serves as the Supervisor of Elections for the Village.
- Administers the publication of the Village Code, code supplements and the Village Charter.
- Provides notary services and administers oaths of office to Village officials.
- Serves as Financial Disclosure Coordinator with the State of Florida Commission on Ethics and serves as the Records Management Liaison with the State of Florida Department of State.

DEPARTMENTAL DESCRIPTION

The Office of the Village Clerk was established on June 18, 1991 with the adoption of the Village Charter. The Charter prescribes that the Council shall appoint a Village Clerk who shall give notice of Village Council meetings, keep a journal of its proceedings and perform such other duties as may be prescribed the by Village Council from time to time.

OFFICE OF THE VILLAGE CLERK

FISCAL YEAR 2009 BUDGET

The Village Clerk also provides a myriad of other services that are dictated through ordinances, State statutes, and tradition. These services include: preparing Council Agendas; publishing public notices; serving as Supervisor of Elections; processing and maintaining custody of agreements, contracts, ordinances, resolutions, and proclamations; administering publication of the Village Code and Charter; and providing information and records research to the Council, staff, and public.

The Office of the Village Clerk has implemented state-of-the-art technology to enhance the dissemination of information regarding the activities of the Village Council and Village Government including:

- Optical-imaging of vital records and frequently requested documents (agenda packets, minutes, resolutions, etc.), which provides for quick retrieval time and reduced storage space.
- Publication of the full agenda packet on the Village's Internet web page.

The Clerk's Office is staffed by the Village Clerk and a full-time Assistant.

2009 DEPARTMENTAL OBJECTIVES AND MANAGEMENT OVERVIEW

- To complete and distribute Council meeting Agendas to the Council, staff and public five days prior to the scheduled meeting.
- To maintain accurate minutes of the proceedings of the Council.
- To complete and distribute committee meeting agendas to the committee members and public in a timely manner and maintain accurate minutes of committee meetings.
- To publish public notices as required by law.
- To serve as the Supervisor of Elections for municipal elections.
- To process and maintain custody of agreements, contracts, ordinances, resolutions and proclamations.
- To maintain custody of Village records and coordinate the microfilming and storage of said records.

OFFICE OF THE VILLAGE CLERK

FISCAL YEAR 2009 BUDGET

- To provide clerical and research support for members of the Council.
- To administer the publication of the Village Charter, code book, supplements, and indexing of Council minutes under contract with Municipal Code Corporation.
- To provide information and records research to the public and staff.
- To provide notary service and administer oaths of office to committee members, police and fire officers, and other Village Officials.
- To compile and maintain the Clerk's Office Procedures and Information Manual.
- To serve as the Financial Disclosure Coordinator with the State of Florida Commission on Ethics and the Records Management Liaison with the State of Florida Department of State.
- To maintain custody of the Village Seal.
- To serve as liaison between the public and Council as directed.

RESIDENT'S EXECUTIVE SUMMARY – Village Clerk

Authorized Positions	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY2009
Village Clerk	1	1	1	1	1	1
Staff Assistant – Full Time	1	1	1	1	1	1
Total	2.0	2.0	2.0	2.0	2.0	2.0

FUNDING LEVEL SUMMARY

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	% Change
Personnel Expenses	\$130,093	\$138,980	\$156,102	\$157,467	\$171,752	\$183,565	6.9%
Operational Expenses	\$215,671	\$202,735	\$210,834	\$251,603	\$303,524	\$263,259	-13.3%
Capital Outlay	\$0	\$3,000	\$6,000	\$6,000	\$6,000	\$6,000	0%
Total Department	\$345,764	\$344,715	\$372,937	\$415,070	\$451,276	\$452,824	0.3%

BUDGET

The Village Clerk's budget for Fiscal Year 2009 increased \$1,548 over the previous year.

OFFICE OF THE VILLAGE CLERK

FISCAL YEAR 2009 BUDGET

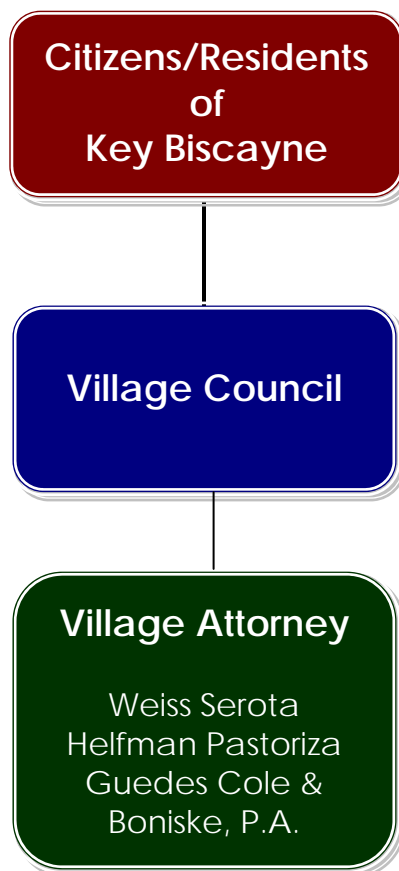
VILLAGE CLERK

	FY2008 Budget	Adopted FY2009	Variance %	Dollar
CITY CLERK	\$98,348	\$105,365	7%	\$7,017
ASSISTANT TO CITY CLERK	\$35,058	\$37,915	8%	\$2,857
COMPENSATED ABSENCES	\$0	\$0	0%	\$0
PAYROLL TAXES	\$10,206	\$10,961	7%	\$755
RETIREMENT CONTRIBUTIONS	\$16,009	\$17,194	7%	\$1,185
LIFE, HEALTH, DISABILITY INSURANCE	\$11,357	\$11,357	0%	\$0
WORKERS COMPENSATION	\$774	\$774	0%	\$0
MAINTENANCE CONTRACT	\$3,333	\$1,333	-60%	(\$2,000)
TRAVEL & PER DIEM	\$4,476	\$4,428	-1%	(\$48)
CAR ALLOWANCE	\$4,800	\$4,800	0%	\$0
WEBSITE COMMUNICATIONS	\$4,500	\$4,500	0%	\$0
TELEPHONE & POSTAGE	\$3,300	\$3,300	0%	\$0
UTILITIES	\$10,775	\$8,392	-22%	(\$2,383)
RENTALS & LEASES	\$2,460	\$2,460	0%	\$0
INSURANCE	\$11,871	\$11,871	0%	\$0
MAINTENANCE & REPAIRS	\$2,500	\$2,500	0%	\$0
VILLAGE HALL MAINTENANCE	\$10,277	\$10,277	0%	\$0
IMAGING EQUIPMENT/SUPPLIES	\$5,000	\$5,000	0%	\$0
ORDINANCE CODIFICATION	\$3,500	\$3,500	0%	\$0
INDEXING MINUTES	\$2,500	\$0	-100%	(\$2,500)
ELECTION EXPENSES	\$30,000	\$30,000	0%	\$0
ELECTION ADVERTISING	\$30,000	\$30,000	0%	\$0
LEGAL ADVERTISING	\$75,000	\$75,000	0%	\$0
VIDEOGRAPHER & EQUIPMENT	\$53,733	\$50,400	-6%	(\$3,333)
VIDEO STREAMING	\$6,259	\$6,259	0%	(\$0)
OFFICE SUPPLIES	\$5,500	\$5,500	0%	\$0
VIDEO & FILMING SUPPLIES	\$2,500	\$2,500	0%	\$0
MEMBERSHIP & DUES	\$1,240	\$1,240	0%	\$0
CAPITAL OUTLAY	\$6,000	\$6,000	0%	\$0
	\$451,276	\$452,824	0.3%	\$1,548

MISSION STATEMENT

To serve the public of Key Biscayne by providing fair, honest, creative and practical legal advice to the Village Council and Village Staff and represent the Village in all legal proceedings.

Organizational Chart



FUNCTIONAL ORGANIZATIONAL CHART



DEPARTMENTAL DESCRIPTION

The Office of the Village Attorney was created by Section 3.05 of the Village Charter. The primary goal of the Office of the Village Attorney is to provide legal services to the Village as a municipality. The Village Attorney is appointed directly by the Village Council. As the Village's legal counsel, the office is committed to serving the public of Key Biscayne by providing legal advice to the Village council and Village Staff.

The Village of Key Biscayne receives legal services under contract with the law firm of Weiss Serota Helfman Pastoriza & Guedes, P.A. To date, the firm has been able to provide all legal needs to the Village without the necessity of retaining outside counsel. The sole exception to this was the retention of independent bond counsel, as is customary with municipal governments.

VILLAGE ATTORNEY

FISCAL YEAR 2009 BUDGET

The firm provides legal advice and services to the Village on a regular basis in the following areas:

Personnel matters	Real estate and real estate related matters
Land use and zoning matters	Construction and construction related issues
Sunshine Law	Public Records Law
Drafting and/or review of contracts	Drafting of resolutions and ordinances
Litigation	Preventive advice relating to contested matters
Stormwater Utility	State and National Legislative Matters
Police related legal advice	
Conflict of interest issues	
Lien procedures	

2009 DEPARTMENTAL OBJECTIVES

- To continue to provide the Village with legal advice that helps the Village accomplish its goals while continuing to avoid costly litigation.
- To try to satisfactorily resolve pending litigation. If settlement is not possible, to pursue litigation to a successful conclusion.
- To continue to approach problems as opportunities for arriving at creative solutions.
- To continue to provide unbiased legal advice.
- To continue to work with the administration in order to standardize forms and procedures to reduce the necessity for legal work and associated costs.

VILLAGE ATTORNEY

FISCAL YEAR 2009 BUDGET

RESIDENT'S EXECUTIVE SUMMARY – Village Attorney

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	% Change
Legal Fees	\$300,000	\$300,000	\$350,000	\$350,000	\$350,000	\$350,000	0.0%
Professional Fees	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	0.0%
Other Expenses	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	0.0%
Total Department	\$333,000	\$333,000	\$333,000	\$383,000	\$383,000	\$383,000	0.0%

BUDGET SUMMARY

The Village Attorney's budget for Fiscal Year 2009 remained the same as Fiscal Year 2008.

Village Attorney

Description	FY2007 Budget	Adopted FY2008	Variance
PROFESSIONAL FEES	\$265,000	\$265,000	0%
PROFESSIONAL FEES-LAWSUITS	\$60,000	\$60,000	0%
PROFESSIONAL SERVICES - LABOR RELATIONS	\$25,000	\$25,000	0%
PROFESSIONAL FEES-CONT. MATTERS	\$25,000	\$25,000	0%
OTHER PROFESSIONAL FEES	\$5,000	\$5,000	0%
COURT COSTS & FEES	\$1,500	\$1,500	0%
OTHER EXPENSES	\$1,500	\$1,500	0%
Total Attorney	\$383,000	\$383,000	0.00%

DEBT SERVICE

FISCAL YEAR 2009 BUDGET

BONDS

REVENUE BONDS, which can be issued only by the authorization of the Village Council, must be secured by a pledge of an appropriate and adequate revenue stream. All current debt is financed by Revenue Bonds as bank loans.

GENERAL OBLIGATION BONDS can only be issued by voter approval at a referendum authorizing the pledge of the full faith and credit of the Village. The State of Florida does not impose a limit on the amount of debt a municipality may incur. The legal authority for borrowing monies is provided to the Village by Sections 166.021 and 166.111, Florida Statutes. The Village has no outstanding general obligation debt.

DEBT RESTRICTIONS

The Charter requires five (5) affirmative votes for any borrowing (Section 4.10) and the adopted annual budget must be balanced (Section 4.05). Section 4.10 of the Charter requires the debt be limited by Ordinance. Also, State law prohibits a mill rate in excess of 10 mills. Section 4.03 (9) requires that each elector receive a notice by mail of the action by Council to initiate a capital project in excess of \$500,000.

The Master Plan requires that the Village pursue a prudent policy of borrowing for capital improvements or other purposes (Policy 1.15). The Financial Policy Statement has six (6) guidelines regarding debt.

Section 5.02 of the Charter permits electors to require reconsideration of an ordinance within 30 days after the date of adoption of the borrowing ordinance and if the adopted budget ordinance exceeds five (5) mills (Section 5.02B).

Ordinance 97-1, January 16, 1997 limits outstanding debt. Based on the 2003 budget and in accordance with Section 4.10 of the Village Charter, the limit is 1% of assessed valuation (\$3.259 billion) or an amount that exceeds 15% of the annual general fund expenditures (\$ 16,401,073), whichever is greater.

DEBT SERVICE

FISCAL YEAR 2009 BUDGET

CIVIC CENTER BOND ISSUES

At the April 20, 1999 Council Meeting, financing options were again discussed including financing the civic center with or without refinancing the Village Green and for a thirty (30) year period. At the May 11, 1999 meeting, the Council discussed the amount and the length of the borrowing. Financing issues discussed again included the amount, the term of the loan, and the option of refinancing the Village Green. These issues were summarized in a May 17 report, "Village Civic Center Financing Plan," discussed at the May 18th workshop. At this Workshop, Council directed staff to prepare an ordinance to borrow \$ 10 million, 20 years. Both series bank loans shall be payable exclusively from legally available non - ad valorem revenues of the Village.

Capital Improvement Revenue Bonds

Series 1999

A \$ 10 million, 20 year borrowing Ordinance (99-6) was approved at the June 22, 1999 Council Meeting. Resolution 99-71, adopted on July 23, 1999 authorized the twenty-year bank loan from Bank of America at an annual fixed interest rate of 4.715%. Interest payments are due June 1st and December 1st and the principal on December 1st. Payments for Fiscal Year 2009 are \$821,435.

Series 2000

Ordinance 2000-8 approved July 11, 2000, authorized the second \$10 million, 20 year borrowing. Resolution 2000-57 adopted October 24, 2000 authorized the twenty-year loan at an annual fixed rate of 5.24% from Wachovia National Bank. Interest payments are due June 1st and on December 1st. The principal shall be paid December 1st and started December 1, 2004. The payment for Fiscal Year 2009 is \$890,881.

Series 2002

Ordinance 2002-11 approved October 22, 2002 authorized the issuance of not exceeding \$9,987,551, 20 year borrowing. This being the third in a series of borrowing necessary to complete construction of the Village Civic Center project. The loan bears an interest rate at 3.59% for ten years (to 11/1/2012), the initial interest rate period. The second interest rate period commences 11/1/2012 until maturity. The first principal payment started August 1, 2004. The payment for Fiscal Year 2009 is \$ 725,328.

Series 2004

Ordinance 2004-8 approved August 31, 2004, authorized the issuance of not to exceed \$2,800,000 of Land Acquisition and Capital Improvement Revenue Bonds, 20 year borrowing. This being the fourth and final in a series of borrowing necessary to complete the remaining infrastructure of the Village Civic Center Project. The loan bears interest at 3.83% for seven years (to 11/1/2012) the initial interest rate period. The second interest rate period commences 11/1/2012 until maturity. The first principal payment started August 1, 2005. The payment for Fiscal Year 2009 is \$ 386,956.

SANITARY SEWER FUND

Ordinance 99-9, adopted November 9, 1999, authorized the filing of a second amendment to the Sanitary Sewer Loan application (which was approved and executed by the State (\$ 7,712,919) on November 15, 1999) and increased the loan from its original level of \$ 723,762 covering pre-construction costs to a level of \$7,941,990. In accordance with Ordinance 97-1, the project is expected to be completed prior to the beginning of Fiscal Year 2010. Accordingly, all unused funds drawn on the loan will be repaid (a prepayment) and the Village has cancelled requests for further draws.

A temporary loan for a period of one year was closed in August 2008, in the amount of \$5,000,000. These funds represent the Village's responsibility exclusive of funding from out side agencies, which have pledged funds for the remainder of the project costs. The loan will be renegotiated with a permanent financing in August of 2009.

DEBT SERVICE

FISCAL YEAR 2009 BUDGET

Annual General Fund Debt Service Payment				
Category	Adopted 2006	Adopted 2007	Adopted 2008	Adopted 2009
Civic Center - Series 1999	\$819,026	\$819,223	\$824,372	\$821,435
Civic Center - Series 2000	\$893,608	\$892,124	\$889,592	\$890,881
Civic Center - Series 2002	\$741,177	\$741,177	\$741,177	\$725,328
Civic Center - Series 2004	\$219,785	\$219,785	\$219,785	\$386,956
Sanitary Sewer- Loan #1	\$28,134	\$28,134	\$28,134	\$28,134
Sanitary Sewer- Loan #2	\$0	\$0	\$281,866	\$286,733
Parking Lot Loan	\$0	\$0	\$180,490	\$180,490
Total General Fund Debt Service	\$2,701,730	\$2,700,443	\$3,165,415	\$3,335,456

General Fund							
Issue Date	Amount	Series	Rate	Outstanding 9/30/2008	Principal Payment	Interest Payments	Outstanding 9/30/2008
7/23/1999	\$10 M	1999	4.715%	\$7,585,000	\$475,000	\$346,435	\$7,110,000
10/24/2000	\$10 M	2000	5.240%	\$8,360,000	\$465,000	\$425,881	\$7,895,000
11/27/2002	\$9.9 M	2002	3.590%	\$8,239,236	\$435,571	\$289,757	\$7,803,665
8/31/2004	\$2.8M	2004	3.383% ¹	\$2,409,745	\$286,476	\$100,480	\$2,123,269
Subtotal				\$26,593,981	\$1,662,047	\$1,162,553	\$24,931,934

Transportation Special Revenue Fund							
Issue Date	Amount	Series	Rate	Outstanding 9/30/2008	Principal Payment	Interest Payments	Outstanding 9/30/2009
8/19/2005	\$3.5 M	2005	4.05%	\$3,352,883	\$197,869	\$136,216	\$3,155,014
10/24/2006	\$4.0 M	2006	4.05%	\$3,933,436	\$142,861	\$151,595	\$3,790,575
Subtotal				\$7,286,319	\$340,730	\$287,811	\$6,945,589
Sanitary Sewer Fund							
Issue Date	Amount	Series	Rate	Outstanding 9/30/2008	Principal Payment	Interest Payments	Outstanding 9/30/2009
7/1/1999	\$437,548		2.56%	\$339,002	\$19,580	\$8,554	\$319,422
8/1/2008	\$5.0 M		5.0%	\$5,000,000		\$62,500	\$5,000,000
Subtotal				\$5,339,002	\$19,580	\$71,054	\$5,319,422
Stormwater Utility Fund							
1/25/1999	\$7.2 M	1999	4.136%	\$5,200,000	\$365,000	\$214,760	\$4,835,000

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DEBT SERVICE

FISCAL YEAR 2009 BUDGET

TOTAL VILLAGE DEBT	\$41,334,778	\$1,904,478	\$1,722,756	\$33,834,778
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SUMMARY OF OUTSTANDING GENERAL FUND DEBT

FY	Civic Center	Sanitary Sewer	Outstanding Debt	Limit 1%	Available
2004	\$29,161,895	\$412,527	\$29,574,422	\$36,611,145	\$7,036,723
2005	\$30,800,609	\$394,841	\$31,195,450	\$38,753,355	\$7,557,905
2006	\$29,440,636	\$376,701	\$29,817,336	\$42,876,749	\$13,059,412
2007	\$28,049,778	\$338,090	\$28,387,868	\$56,300,460	\$27,912,592
2008	\$26,593,981	\$339,002	\$26,932,983	\$65,141,128	\$38,208,145
2009	\$24,931,931	\$5,319,422	\$30,251,353	\$64,347,274	\$34,095,921

¹Interest rate changes November 1, 2012.

*The Village is currently rated by Moody's and Standard and Poor's

BUILDING, ZONING AND PLANNING DEPARTMENT

FISCAL YEAR 2009 BUDGET

MISSION STATEMENT:

To provide the residents of the village, their architects, engineers, and contractors with friendly and expedient service with the highest degree of professionalism and integrity.

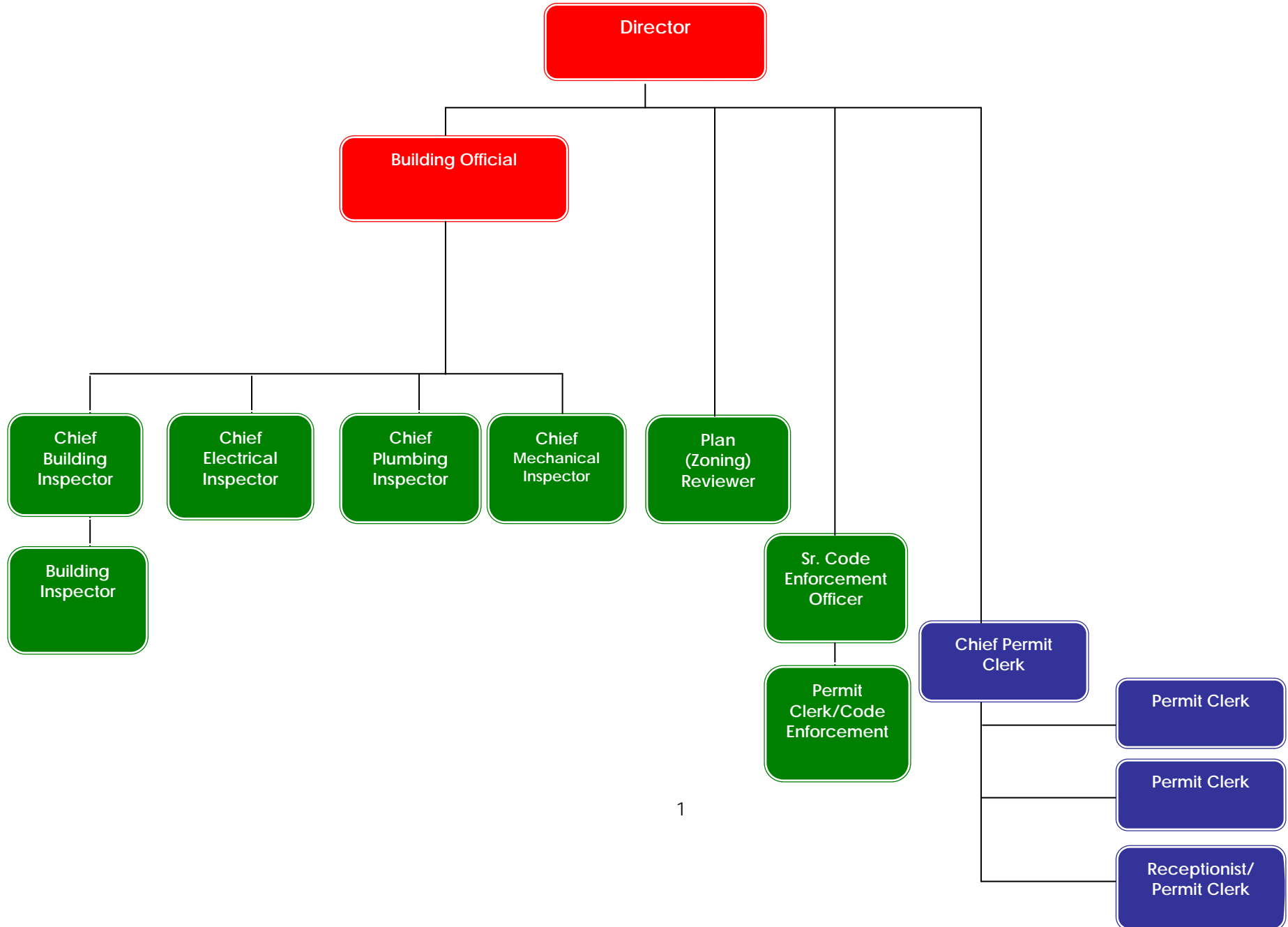


MACKEL HOME



NEW HOME

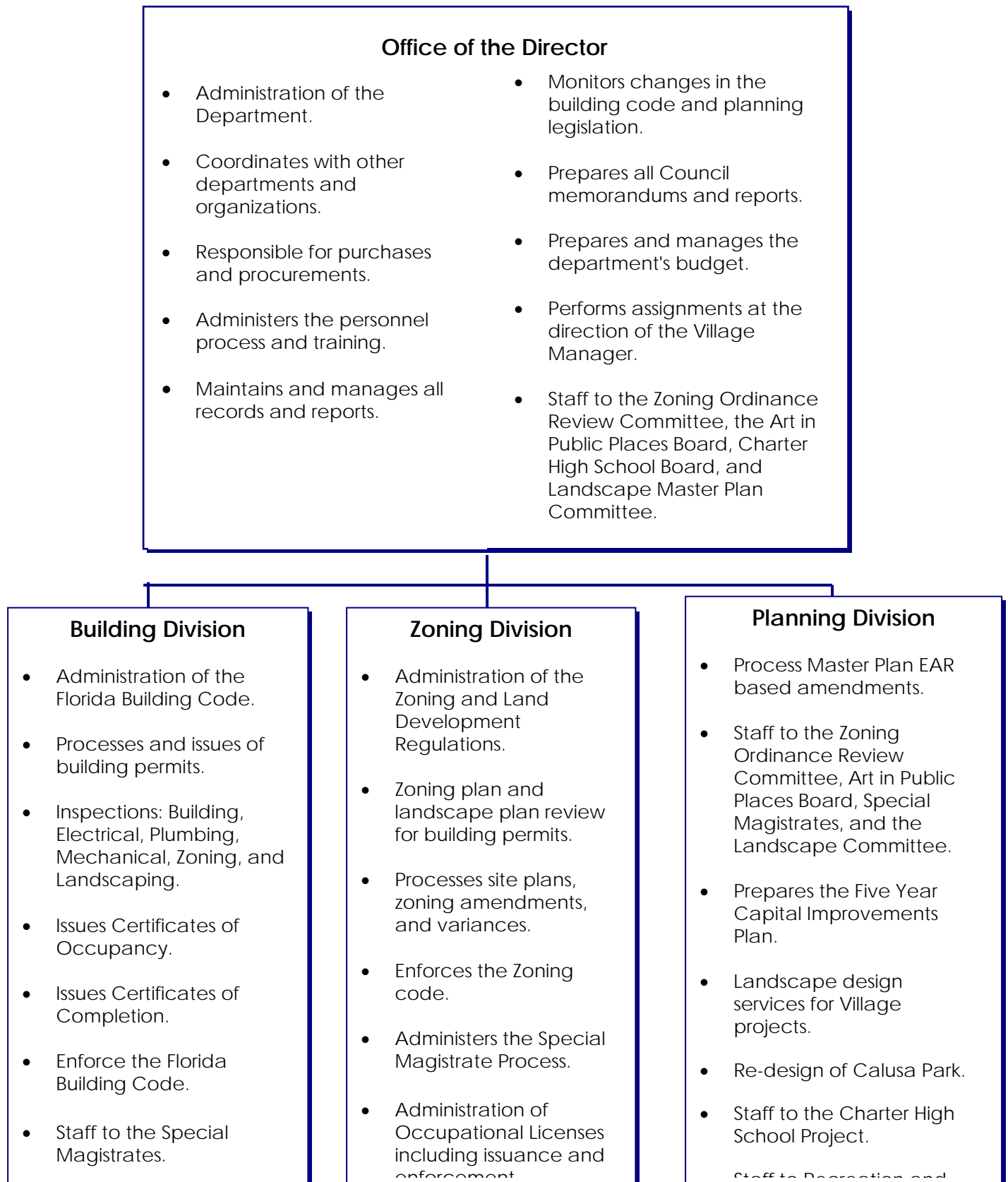
BUILDING, ZONING AND PLANNING DEPARTMENT ORGANIZATIONAL CHART



BUILDING, ZONING, AND PLANNING DEPARTMENT

FISCAL YEAR 2009 BUDGET

FUNCTIONAL ORGANIZATIONAL CHART



BUILDING, ZONING, AND PLANNING DEPARTMENT

FISCAL YEAR 2009 BUDGET

DEPARTMENTAL DESCRIPTION

The Department is composed of three (3) divisions: Building, Zoning and Planning, which work together to accomplish the Department's mission statement. The Department also provides information, reports, and recommendations relating to the orderly growth and development of the Village to the Council and Manager. The Department also provides Geographic Information Services to all Departments and governmental agencies.

The Building Division's primary responsibility is the administration of the Florida Building Code. Staff provides for the orderly processing of permits, performs inspections in a timely and safe manner, and insures that construction complies with the provisions of all applicable codes. Staff also verifies that contractors have the proper credentials and licenses to perform work in the Village. Staff also insures that all construction work has received building permits. Property owners and contractors that are working without permits receive violation notices, fines, and penalties. The Department also verifies that all remodeling and additions comply with FEMA regulations.

The Zoning Division is responsible for reviewing plans for compliance with the Zoning and Land Development Regulations and providing information to residents and architects on the development potential of property. This Division also enforces the zoning and property maintenance standards. Staff issues occupational licenses to all businesses. This work involves inspections, invoices and collection of delinquent accounts. Staff administers change of zoning requests, variance applications, and prosecution of violators before the Special Master, Miami-Dade County Construction Regulation Board, and Florida Department of Business Regulations Division of Construction.

The Planning Division administers the Comprehensive Plan as set forth in Florida Statutes including the processing, monitoring and evaluation of amendments to the Plan, Concurrency Regulations, Development of Regional Impacts, and other issues that relate to the overall planning and legislative control of the Village. The Division is also responsible for the preparation of new Zoning and Land Development Regulations for the Village consistent with the Master Plan and recommendations to the Village Council regarding Site Plan Review applications and variances. Staff prepares studies as directed by the Village Manager.

Planning and Zoning Division provides staff support to the following Committees: Special Magistrates, Art in Public Places Board, Landscape Committee, and the Zoning Ordinance Review Committee.

BUILDING, ZONING, AND PLANNING DEPARTMENT

FISCAL YEAR 2009 BUDGET

ACCOMPLISHMENTS FOR FISCAL YEAR 2008

- 1. Sonesta Drive Streetscape Improvements.** In 2007, the Village Council approved a site plan showing a 165 multiple family unit building at the Sonesta property. One of the conditions of the approval required the developer to design and construct streetscape improvements to Sonesta Drive. In 2008, staff coordinated this effort including two meetings with residents in Holiday Colony. The improvements include a new road, curbs, street lighting, landscaping, drainage, a wall along the north boundary, and sidewalk. It is anticipated the Council will review this plan in 2009.
- 2. Implementation of the Crandon Boulevard Master Plan:** The Council adopted the Master Plan in February 2004. Phase 1 of the project included the Crandon Boulevard and McIntyre Street intersection which was funded as part of the Civic Center. This work was completed in June 2005. Phase 2 included Crandon Boulevard from the entrance of the Village to McIntyre Street and on Harbor Drive from Fernwood Rd. to the Crandon Boulevard intersection. Construction drawings were completed in January 2005, the project was bid out, a contract was awarded and construction began in July of 2005. This work was funded through the sale of bonds that were supported by the ½ penny sales tax which leveraged \$3.5 million dollars of funding. The Department provided technical support during the construction period.

Funding for the work from McIntyre Street to the State Park was successfully negotiated with FDOT and the County to permit the Village to obtain \$1.0 million of grant money five (5) years earlier than provided for in the Transportation Improvement Plan and move an additional \$1.0 million of funds to this project. Construction began in 2007 was completed in the spring of 2008.

- 3. Crandon Boulevard Master Plan Implementation Committee:** The Council appointed this seven (7) member Committee to assist in obtaining approval of the Master Plan from the Miami-Dade County Commission, funding for the proposed improvements, and review changes to the project as construction proceeds. The project was completed in 2008. Staff provided administrative support services to this Committee.
- 4. Art in Public Places Board:** This seven (7) member Board is tasked with increasing the awareness of artwork in the Village through the installation of artwork and cultural programming. In FY08, the Board approved a suggestion that artwork be incorporated in the Phase 3 Crandon Boulevard Project. Upon a recommendation from the Board, the Village Council entered into an Agreement with Jose Bedia to design artwork in five (5) of the plazas that are being constructed as part of the Phase 3 Crandon Boulevard Project. The contract also included five (5) original pieces of artwork that will be displayed in a Village building. Staff successfully negotiated a contract and developed a funding strategy that was approved by the Village Council. The five (5) plazas were

BUILDING, ZONING, AND PLANNING DEPARTMENT

FISCAL YEAR 2009 BUDGET

completed in September 2008. The contract also included five (5) drawings depicting the installed artwork. These drawings are now displayed in the Community Center.

The Board continued its highly successful Educational and Cultural Program which raised awareness of art through cultural presentations and exhibitions. In FY08, these included: "The Architectural Heritage of W.J. Matheson on Key Biscayne: Plantation Buildings and Mashta House" at the Community Center, reception Honoring Joan and Finlay Matheson for their donation of the Mashta House and other images to the Village's Art Collection, and a talk by Glenn Weiss. His presentation, "What Makes Public Art Succeed?" was broadcasted on the Village's television channel.

The Board also completed an inventory of artwork that has been acquired or constructed. To date, there are 47 individual pieces of art. The inventory has been incorporated into the Village's Fixed Asset Inventory.

5. **Code Enforcement Activity:** In recognition of the Council's desire for an improved appearance of the Village, the Department placed a high priority on code enforcement activities. Emphasis was placed on maintaining construction sites, removal of trash and debris and enforcing the requirement that clippings are placed on the swale at the proper times. The goal of code enforcement is to achieve compliance through voluntary measures and to solve problems prior to complaints being filed with the Village. When property owners fail to meet the Village's standards after a verbal warning, written warnings are issued. If this fails violation notices are issued and eventually these cases are prosecuted before the Special Masters. In FY08, 114 warning notices, 108 violations notices, and 56 stop orders were issued. The Special Magistrates held 16 hearings. In FY08, \$111,933 was collected in fines and penalties associated with construction work that occurred without permits as compared to \$126,452 in FY 07.

In FY08, the Department continued a code enforcement program that included our Police Department and Miami-Dade County Code Compliance. This program insures that contractors have proper licenses and vehicle markings. In FY08, over 100 violations were issued.

6. **Enforcement of Construction Clean Site Program:** This program includes daily tours of construction sites, placement of vinyl coated fencing between the site and the street resulting in safer jobs, portable toilets on private property, and removal of all construction equipment at the end of the day. Violators receive one warning notice and a violation is automatically issued if the situation is repeated. Repeat offenders receive no warning notices.
7. **Storage and Scanning of Plans:** With the exception of active permits, most of the building plans have been placed in a warehouse off the island in a hurricane resistant building. The plans are bar coded and inventoried for retrieval purposes.

BUILDING, ZONING, AND PLANNING DEPARTMENT

FISCAL YEAR 2009 BUDGET

Staff can view the inventory over the Internet. All projects that receive Certificates of Occupancy and Certificates of Completion are now scanned on CD ROMs. Nearly 95% of all plans that received a building permit have been scanned since the Village was incorporated in 1992.

- 8. Building Division Revenue, Expenditures, Permits and Inspections:** On September 24, 2002, the Village Council adopted a new building permit fee schedule. The new fees were based on the cost of issuing permits and increases in the cost of living since the previous fee ordinance that was adopted in 2000. Resolution No. 2002-45 established a funding policy that the cost of operating the Building Division should be paid by building permit fees. This policy recognizes that for the most part, the Building Division provides services to those property owners involved in construction. As the Planning and Zoning Divisions provide services to all citizens, Resolution No. 2002-45 recognized that the funding of these Divisions should be funded substantially through the General Fund. In FY08, the Department's revenues and expenditures were consistent with the policies as set forth in Resolution No. 2002-45. FY08 represented the seventh consecutive year that the Building Division generated sufficient revenues to cover operating costs. We continue to provide next day inspections and walk through permits on a daily basis.
- 9. Internet Connectivity to the Permit System:** The Department's Mission Statement establishes customer service as our highest priority. In support of this objective, citizens and customers can view building permit data, obtain permit and public hearing applications, and inquire as to the status of permit applications and inspections. In FY2008, building permit plan reviewer comments were added to this list that can be viewed over the internet. The Department's home page is updated with news and information regarding the Art in Public Places Board, Zoning Ordinance Review Committee, and the Landscape Committee.
- 10. Local Business Tax Receipt (formally known as Occupational Licenses):** Pursuant to state law, the Local Business Tax Receipt replaced the Occupational License program. In FY08, the Department collected 100% of the fees that were due to the Village. In FY07, the revenue from this tax was \$110,272 as compared to \$ 109,312 in FY08. In FY07, there were 1359 Business Tax Receipts issued as compared to 1224 in FY08. The 10% decline in the number of Business Tax Receipts is due to a reduction in the number of real estate receipts that were issued which was offset by the opening of a new shopping center with offices at 200 Crandon Boulevard.
- 11. Landscape Master Plan.** In November 2005, the Village Council directed that a Master Landscape Plan be prepared. This project included three (3) documents: Inventory and Analysis of Existing Conditions; Landscape Management Plan that provided landscape standards for all Village owned property; and , Concept Development Options for long range improvements to the Village Green, East Enid Lake and Beach Park, the Community School, Streets and Intersections. The Council has accepted these documents and will further consider the recommendations at a workshop. The Landscape Committee was instrumental in the preparation of

BUILDING, ZONING, AND PLANNING DEPARTMENT

FISCAL YEAR 2009 BUDGET

these documents and has recommended their approval. The Committee also assisted staff in the preparation of a Request for Qualifications regarding a Village wide Landscape Maintenance Contract and the selection of a horticulturalist.

- 12. Zoning Ordinance Review Committee.** This Committee was created by the Council in January 2007. The Council directed the Committee to review the Zoning and Land Development Regulations and if necessary, recommend changes. It is anticipated that the Committee will submit their recommendation in early 2009. The Council will then hold workshops and public hearings.

The Committee first meeting was on March 1, 2007. By the conclusion of FY08, the Committee had 27 meetings. The Committee approached their task through the creation of subcommittees that provided recommendations to the entire Committee. The following subcommittees have been formed: Zoning District Subcommittee, Administration Subcommittee, Floor Area Ratio (FAR) Subcommittee, Definitions Subcommittee and Concurrency Subcommittee. It is expected the Committee will complete its work in the Spring of 2009.

- 13. Capital Improvement Plan (CIP).** The CIP is a planning and financial tool that prioritizes capital projects over a five (5) year time frame. It provides information relating to project cost, implementation schedules, and funding sources. Upon direction of the Village Manager, the Department published a Request for Qualifications (RFQ) for a Capital Improvement Plan (CIP) Consultant. Three firms replied to the RFQ. The Village Council approved a contract with Keith and Schnars in May of 2008. The Village Council has reviewed an inventory of projects with preliminary cost estimates. It is anticipated the CIP will be completed in early 2009 and incorporated into FY09 budget and the Master Plan Capital Improvements Element.

- 14. Municipal Charter High School.** The Village Council directed the Manager to publish a Request for Proposals for the purpose of engaging the services of a consultant to investigate the establishment of a Charter Municipal High School within the Village. Staff published the RFP and three firms submitted proposals. The Village Council selected Fielding Nair International. Work began in May of 2008 and an application was filed with the School District. In September 2008, the Village Council initiated a planning process to determine the feasibility of a charter school in the Village and deferred further action on the application.

- 15. Recreation and Open Space.** The Village Council directed the Manager to publish a Request for Qualifications for the purpose of engaging the services of a consultant to (1) determine what recreational and open space opportunities exist within the Village; and (2) determine the most appropriate use for Village owned property at 530 Crandon Boulevard. The Village Council selected IBI Group, Inc. Work began in June 2008. It is anticipated the Council will consider their recommendations in the spring of 2009.

BUILDING, ZONING, AND PLANNING DEPARTMENT

FISCAL YEAR 2009 BUDGET

FY 2008 PERFORMANCE INDICATORS

Based on similar sized municipalities in Miami-Dade County, the Village has the highest number of permits and inspections per capita. The following table compares inspections and permit activity for four (4) municipalities.

Number of Permits/Inspections Per Capita

Municipality	Population 2000 Census	Number of Inspections	Number of Inspections Per Capita	Number of Permits Issued	Number of Permits Per Capita
Key Biscayne	10,507	9199	0.88	3620	0.34
Miami Springs	13,712	3,652	0.27	1,185	0.08
North Bay Village	8,061	2117	0.26	609	0.08
Pinecrest	19,454	14,202	0.73	3,113	0.16
South Miami	10,741	4243	0.39	1472	0.14

Permits, Inspections, Occupational Licenses, and Enforcement Activity

The below table tracks permits, inspections, business tax receipts (formerly known as Occupational Licenses), enforcement activity and is summarized as follows:

1. Building Permits and Inspections: the data indicates construction activity peaked in FY 2007 after several years of increasing permit activity. The FY09 projection recognizes this trend and projects permits and inspection to return to previous levels. It is anticipated the Building Division will raise sufficient revenues to off set operation costs.
2. Business Tax Receipt (Occupational Licenses): In FY07, the Department launched new software which combined multiple license data for each property into one address file. This organized the data in a more efficient and comprehensive manner. The Department obtained a legal opinion that required Real Estate Salespersons and offices to obtain the proper licenses similar to other professions as doctors, lawyers, and accountants. The FY09 projection shows no increase in tax receipts as no new commercial construction is expected in FY09. The 10% decline in the number of Business Tax Receipts is due to a reduction in the number of real estate receipts being issued which was somewhat off by the opening of a new shopping center at 200 Crandon Boulevard. The Local Business Tax Receipt Data is listed in paragraph 3 below.
3. Enforcement Activity: The following table indicates that permit and inspection

BUILDING, ZONING, AND PLANNING DEPARTMENT

FISCAL YEAR 2009 BUDGET

activity has stabilized which corresponds to the downturn in the economy in the closing months of the fiscal year. In recognition of this trend, a 5% decline in permits and inspections is project for FY09.

4. The data also indicates that the Department's emphasis on strict code enforcement has resulted in a 35% increase in the number of investigations.

ACTIVITY	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Projected
Master Permits and Trade Permits	3,045	2,793	3,504	3620	3439
Inspections	9,103	7,476	9,424	9199	8739
Certificates of Use	105	39	54	65	61
Number of Research and Lien Letters	Data Not Collected	Data Not Collected	462	348	300
Enforcement Activity	1,576	797	623	841	841
Business Tax Receipts	435	577	1359**	1224	1224
Special Event Permits	Data Not Collected	71	74	70	70

- Real Estate Salespersons were required to obtain Business Tax Receipts

FY 2009 DEPARTMENTAL OBJECTIVES AND MANAGEMENT OVERVIEW

The Department's objectives focus on Customer Service in all three Divisions and Revenue Generation to fund the Building Division.

Customer Service: The Department's mission establishes customer service as our highest priority. In support of this objective, in FY04 our citizens and contractors could view building permit data and inquire as to the status of permit applications and inspections through our webpage. In FY08, the service was expanded to permit the viewing of comments by our inspectors on plans that have been submitted for a building permit. In FY09, the Department will conduct a study to determine if the building permit system can be upgraded further or if a new permit system must be purchased. The existing system was purchased in 1999 and is not internet web based.

We will also continue to place all building plans on CD-ROM. In FY 2007, we met our objective of placing 95% of all plans on CD-ROM. In 2008, we expect to maintain this objective. We will continue to warehouse plans and inventory them using a bar code system. The latter provides for same or next day retrieval. The CD-ROM allows citizens to view and print plans in the office, but at a reduced scale. The Internet, CD-ROM, and bar

BUILDING, ZONING, AND PLANNING DEPARTMENT

FISCAL YEAR 2009 BUDGET

coding are designed to provide better service to our citizens. The Internet provides a new technology at no cost to our citizens and at a small expense to the Department.

OBJECTIVES FOR FY09

A. Customer Service

1. **Provide Internet access to the Building Permit System:** Homeowners, contractors, architects, and engineers can view plan request and obtain the results of inspections. In FY09, plan review comments will be able to be viewed at our website.
2. **Level of Service:** Continue the level of customer service by reviewing plans within the following timeframes.

a. Walk through permits	same day service
b. Roofing, fence, and driveway permits	1 day
c. Trade permits	1 day
d. Inspection requests	Next day service
e. Apt/Condo remodeling	1-5 days
f. New construction, additions, interior remodeling to single family homes	14 days new construction, 10 days for others
g. Large projects not included above	20 - 30 days depending on complexity
3. **Scanning of Plans:** Scan all plans that receive a Certificate of Occupancy or Certificate of Completion during the fiscal year. Plans will be scanned within 30 days of the date a Certificate of Occupancy or Certificate of Completion is issued. For this fiscal year, it is our objective to scan all plans that are received by the Department.
4. **Bar Coding of Plans:** Approximately 95% of all plans have been inventoried and bar coded. Our objective for this fiscal year is to maintain the 95% goal. Our objective for this fiscal year is to inventory and bar code all plans, excluding those which are still under construction.
5. **Building Permit System:** The current software was purchased and installed in 2000. It does not provide a high level of customer interaction or connectivity. In FY09, the Department will investigate new permit system software that provides a high level of customer service such as automatic notification through the internet, fax, and/or telephone regarding comments and approvals of plans and inspections, approximate inspection times, advance notice that permits are ready to be picked up or they are about to expire. Further, our customers will be able to track their plans as they move through the permit process.

B. Revenue Generation

BUILDING, ZONING, AND PLANNING DEPARTMENT

FISCAL YEAR 2009 BUDGET

1. **Building Permits:** Staff will closely monitor revenue, expenditures, and number of permits and inspections to ensure that staff is available to maintain the high level of service to our citizens. Our goal is to collect sufficient permit fees that pay for the operation of the Building Division. This goal has been achieved since the fees were adjusted in FY2002 and made effective in FY2003.
2. **Business Tax Receipts (formerly Occupational Licenses):** Through the deployment of new occupational license software in FY2004, the Department was able to track late payments and assess penalties. Our objective is to have a 100% collection rate.

C. Planning

1. **Comprehensive Plan Evaluation and Appraisal Report (EAR):** The Local Government Comprehensive Planning Act required each municipality to complete an Evaluation and Appraisal Report (EAR) of its Comprehensive Plan. The EAR provides an opportunity for the Village to determine the progress that was made in meeting the goals and objectives as set forth in our 1995 Comprehensive Plan. Preparation of the EAR commenced in April 2005 and was approved by the State of Florida Department of Community Affairs on September 25, 2007. It is our goal to process the recommended amendments to the Master Plan in FY09.
2. **Capital Improvement Plan:** Historically, the Village Council adopted a 1 Year Capital Improvement Plan through a process that was called "Goals and Objectives". In order to provide for a more comprehensive approach towards planning and financing capital projects, the Council directed staff to prepare a 5 Year Capital Improvement Plan. FY09 will be the first year that will include this information. The 5 Year Capital Improvement Plan will increase our ability to manage revenues and expenses on a project by project basis. It is our goal to complete the CIP in early FY09.
3. **Recreation and Open Space Charrette.** This Charrette is designed to address the recreation and open space needs Village-wide and to recommend a use and general site plan for property at 530 Crandon Boulevard. It is our goal to complete this work in early FY09.
4. **Municipal Charter High School.** The Department is assisting a consultant in the preparation of a feasibility study regarding the establishment of a municipal high school within the Village. It is our goal to provide the necessary administrative support services.
5. **Zoning Ordinance Review Committee.** This Committee was created by the Council January 2007. The Council directed the Committee to review the Zoning and Land Development Regulations and if necessary recommend changes. The Committee will submit its recommendations to the Village Council in early 2009. Should the Council decide to move forward with their

BUILDING, ZONING, AND PLANNING DEPARTMENT

FISCAL YEAR 2009 BUDGET

recommendations, it is our goal to provide the necessary administrative services.

6. **Calusa Park Redesign.** At the direction of Council, Staff has developed a site plan that assembles the open space into one large playing field and relocating the existing uses in a more efficient manner within the Park. The Village Council approved the design and directed the Administration to proceed with obtaining approval through the Miami-Dade County Commission and the Crandon Park Master Plan Amendment Committee. Staff will assist in this effort.

ANNUAL COMPARISON OF STAFFING

Position	2005	2006	2007	2008	2009
Director	1.0	1.0	1.0	1.0	1.0
Building Official	1.0	1.0	1.0	1.0	1.0
Receptionist/Permit Clerk	1.0	1.0	1.0	1.0	1.0
Permit Clerk	2.0	2.0	2.0	2.0	2.0
Chief Permit Clerk	1.0	1.0	1.0	1.0	1.0
Plan (Zoning) Reviewer	1.0	1.0	1.0	1.0	1.0
Code Enforcement Clerk	0.0	0.0	1.0	1.0	1.0
Sr. Code Enforcement Officer	2.0	1.0	1.0	1.0	1.0
Chief Building Inspector	1.0	1.0	1.0	1.0	1.0
Chief Electrical Inspector	1.0	1.0	1.0	1.0	1.0
Chief Plumbing Inspector	1.0	1.0	1.0	1.0	1.0
Chief Mechanical Inspector	1.0	1.0	1.0	1.0	1.0
Building Inspector	1.0	1.0	1.0	1.0	1.0
Total	13.0	13.0	14.0	14.0	14.0

FUNDING LEVEL SUMMARY

	FY2005	FY2006	FY 2007	FY2008	FY 2009	% Change
Personnel Expenses	\$1,123,377	\$1,228,597	\$1,312,096	\$1,379,218	\$1,445,680	4.8%
Operational Expenses	\$176,685	\$187,731	\$210,100	\$259,537	\$241,868	-6.8%
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0%
Total Department	\$1,300,062	\$1,416,328	\$1,522,196	\$1,638,755	\$1,687,548	2.9%

BUDGET SUMMARY

The Fiscal Year 2009 budget increased \$48,793 over the previous year. This increase is due to personnel expenses.

BUILDING, ZONING, AND PLANNING DEPARTMENT

FISCAL YEAR 2009 BUDGET

Building, Zoning & Planning

	Adopted FY2008	Proposed FY2009	Variance o/o	Dollar
001.07.515.12110 DIRECTOR	\$153,594	\$158,202	3%	\$4,608
001.07.515.12150 BUILDING OFFICIAL	\$132,221	\$142,997	8%	\$10,776
001.07.515.12170 CHIEF PERMIT CLERK	\$54,709	\$59,167	8%	\$4,458
001.07.515.12200 PERMIT CLERK	\$43,779	\$47,347	8%	\$3,568
001.07.515.12201 PERMIT CLERK	\$41,309	\$44,634	8%	\$3,325
001.07.515.12202 PERMIT CLERK/CODE ENFORCEMENT	\$39,562	\$42,787	8%	\$3,225
001.07.515.12250 RECEPTIONIST/PERMIT CLERK	\$32,775	\$35,446	8%	\$2,671
001.07.515.12400 PLAN REVIEWER	\$81,914	\$84,371	3%	\$2,457
001.07.515.12450 SENIOR CODE ENFORCEMENT OFFICER	\$51,060	\$52,592	3%	\$1,532
001.07.515.12550 CHIEF BUILDING INSPECTOR	\$90,838	\$93,563	3%	\$2,725
001.07.515.12600 CHIEF ELECTRICAL INSPECTOR	\$81,336	\$87,965	8%	\$6,629
001.07.515.12650 CHIEF PLUMBING INSPECTOR	\$24,960	\$24,960	0%	\$0
001.07.515.12700 CHIEF MECHANICAL INSPECTOR	\$90,838	\$93,563	3%	\$2,725
001.07.515.12750 BUILDING INSPECTOR	\$75,635	\$77,904	3%	\$2,269
001.07.515.13110 PART TIME INSPECTORS	\$38,272	\$38,272	0%	\$0
001.07.515.15500 COMPENSATED ABSENCES	\$0	\$0	0%	\$0
001.07.515.21100 PAYROLL TAXES	\$79,154	\$82,908	5%	\$3,754
001.07.515.22100 RETIREMENT CONTRIBUTIONS	\$119,570	\$125,460	5%	\$5,890
001.07.515.23100 LIFE, HEALTH, DISABILITY INSURANCE	\$74,072	\$79,922	8%	\$5,850
001.07.515.24100 WORKERS COMPENSATION	\$73,620	\$73,620	0%	\$0
001.07.515.31112 MASTER PLAN	\$15,000	\$15,000	0%	\$0
001.07.515.31211 PROFESSIONAL SERVICES	\$30,000	\$25,000	-17%	(\$5,000)
001.07.515.31311 SPECIAL MASTERS	\$5,500	\$5,500	0%	\$0
001.07.515.34000 MAINTENANCE CONTRACT	\$10,000	\$4,000	-60%	(\$6,000)
001.07.515.34110 CONTRACTUAL SERVICES	\$17,000	\$17,000	0%	\$0
001.07.515.40110 MILEAGE	\$4,000	\$5,624	41%	\$1,624

BUILDING, ZONING, AND PLANNING DEPARTMENT

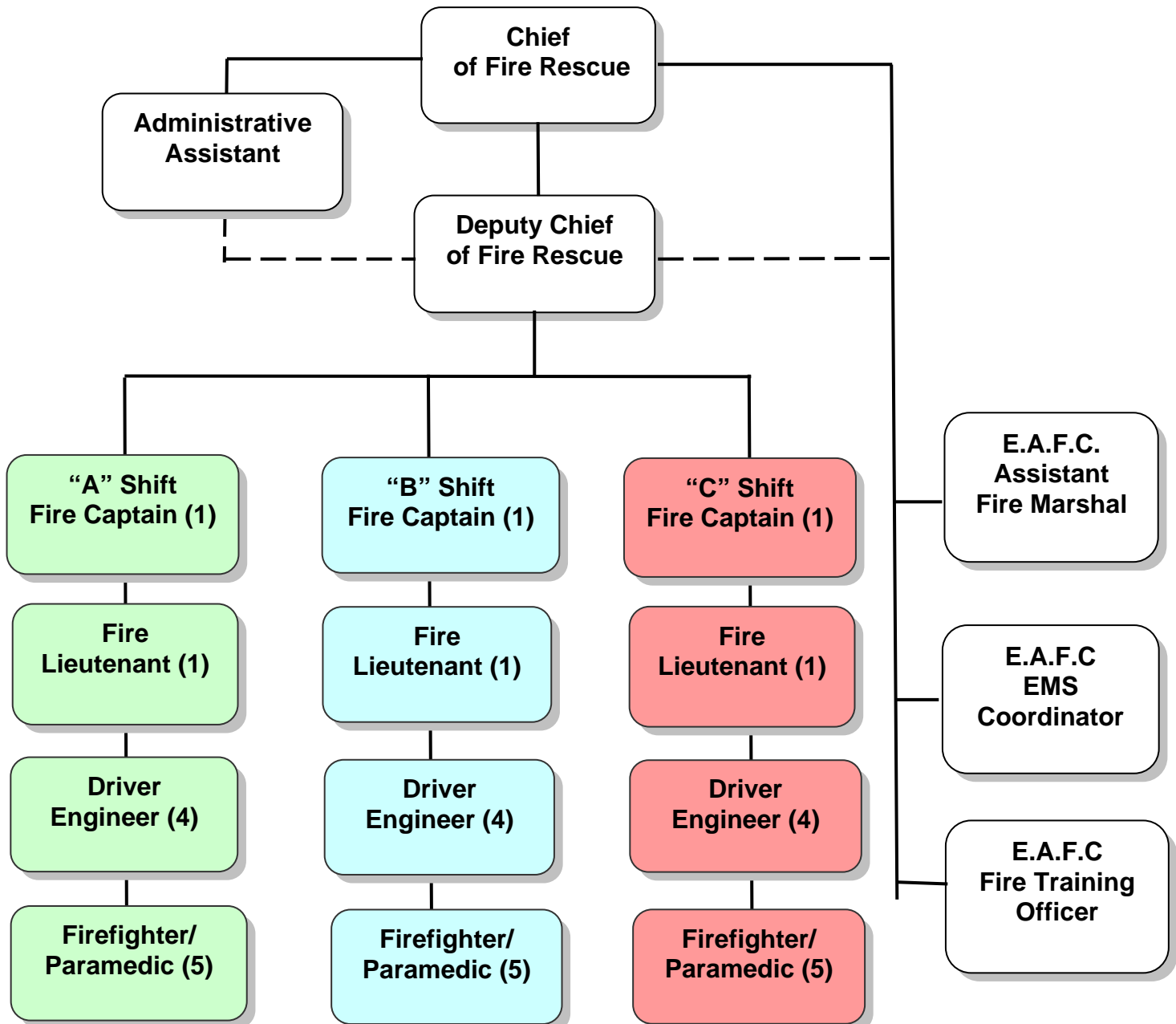
FISCAL YEAR 2009 BUDGET

	FY2008	Proposed	Variance	
	Budget	FY2009	%	Dollar
001.07.515.40210 CAR ALLOWANCE	\$4,800	\$4,800	0%	\$0
001.07.515.41000 WEBSITE/COMMUNICATIONS	\$4,500	\$4,500	0%	\$0
001.07.515.41100 TELEPHONE	\$6,075	\$6,075	0%	\$0
001.07.515.42000 POSTAGE	\$2,000	\$1,000	-50%	(\$1,000)
001.07.515.43110 UTILITIES	\$27,478	\$25,185	-8%	(\$2,293)
001.07.515.44100 RENTALS & LEASES	\$3,780	\$3,780	0%	\$0
001.07.515.45100 INSURANCE	\$35,573	\$35,573	0%	\$0
001.07.515.46100 VILLAGE HALL MAINTENANCE	\$30,831	\$25,831	-16%	(\$5,000)
001.07.515.49110 PRINTING & BINDING	\$5,000	\$5,000	0%	\$0
001.07.515.49210 ELECTRONIC SCANNING	\$15,000	\$15,000	0%	\$0
001.07.515.49310 MISCELLANEOUS EXPENSES	\$2,000	\$2,000	0%	\$0
001.07.515.51100 OFFICE SUPPLIES	\$12,000	\$12,000	0%	\$0
001.07.515.54100 MEMBERSHIP & DUES	\$11,000	\$11,000	0%	\$0
001.07.515.54210 EDUCATION & TRAINING	\$3,000	\$3,000	0%	\$0
001.07.515.64101 EQUIPMENT	\$15,000	\$15,000	0%	\$0
	\$1,638,755	\$1,687,548	2.98%	\$48,793

3

**MISSION
STATEMENT**

To contribute to a safe, quality community environment for all Islanders through responsible Fire Rescue Services.

DEPARTMENTAL ORGANIZATION CHART

FUNCTIONAL ORGANIZATIONAL CHART**Office of the Chief of Fire Rescue**

- Responsible to Village Manager for Fire, Rescue, Emergency Preparedness, All Hazards Mitigation and Recovery.
- Serves as Emergency Management Coordinator.
- Administers all Departmental functions assisted by the Deputy Fire Chief and Administrative Assistant.
- Coordinates with other Departments and organizations.
- Coordinates with other Local, State and Federal agencies.
- Oversees budget, monitors and processes all expenditures.
- Administers personnel functions.
- Maintains and manages all records and reports.

Office of the Deputy Chief of Fire Rescue

- Responsible to Village Fire Chief for Fire Prevention, Emergency Medical Services, Research and Development and Training.
- Directs the Administrative, Operations, and Medical Services Division of the Department.
- Serves as Village Fire Marshal.
- Directs the Assistant Fire Marshal, EMS Coordinator and Training Officer.
- Serves as Fire Department Accreditation Manager.
- Oversees and coordinates day-to-day administrative and emergency services delivery.
- Reviews and revises operational procedures.

Office of the Assistant Fire Marshal

- Executive Assistant to the Fire Chief.
- Responsible to Village Deputy Chief.
- Responsible for, and coordinates, Fire and Life Safety activities and Public Education within the Village.
- Serves as Public Information Officer at the Direction of the Village Manager.
- Coordinates with other Local, State and Federal agencies on Fire and Life Safety issues.

Office of the Emergency Medical Services Coordinator

- Executive Assistant to the Fire Chief
- Responsible to the Village Deputy Chief.
- Responsible for the Quality Assurance/Management of EMS within the Village.
- Responsible for, and coordinates, Paramedic Training within the Department.
- Coordinates with other Local, State and Federal agencies on Fire and Life Safety issues.

Office of the Fire Training Officer

- Executive Assistant to the Fire Chief
- Responsible to the Village Deputy Chief.
- Responsible for, and coordinates, all Training activities within the Department and Training opportunities within the Village.
- Responsible for needs assessments and all training records.
- Coordinates with other Local, State and Federal agencies training mandates are adhered to.

Operational Services Captain

- Fire Captain "A" Shift.
- Responsible for training, operational readiness, and research and development.
- Responsible for overall supervision of all fire, rescue, public education and inspection activities while on duty.

Medical Services Captain

- Fire Captain "B" Shift.
- Responsible for health and safety.
- Responsible for overall supervision of all fire, rescue, public education and inspection activities while on duty.

Administrative Services Captain

- Fire Captain "C" Shift.
- Responsible for equipment, information systems and facilities.
- Responsible for overall supervision of all fire, rescue, public education and inspection activities while on duty.

DEPARTMENTAL DESCRIPTION

The Fire Rescue Department became operational and assumed Fire Rescue service from Miami-Dade County on October 1, 1993, and is a full service Department. This means that Fire Rescue personnel perform a number of functions in addition to traditional fire suppression. The most obvious is emergency medical responses. This function involves employing Firefighter/Paramedics skilled not only in determining the severity of patient injury or illness using sophisticated tools and methods, but also administering the required life saving techniques such as cardiac pacing, intubating and defibrillating until the patient can be admitted to the appropriate medical facility.

Additionally, Fire Rescue personnel perform the life safety inspection function that gives the Department an opportunity to be proactive in dealing with emergencies. All of the buildings within the Village are inspected two (2) times a year to assure compliance with appropriate codes and to provide needed familiarization for the Fire Rescue crews who may be required to fight fires in any one of them.

Inter-governmental support from the City of Miami is an essential component of the Village's Fire Rescue Department. Through an Automatic Aid and Ancillary Services Agreement, the City of Miami provides emergency back-up services and several key support functions for Village Firefighter/Paramedics. This partnership has also led to the establishment of the Switch With Another Paramedic Program (SWAP) that allows Village Firefighter/Paramedics to ride on City of Miami Fire and Rescue units in order to enhance and maintain their skills. The original five (5) year agreement became effective on October 1, 1993 at a cost of \$402,000 per year. Resolution No. 98-13, adopted by the Village Council on April 16, 1998, and Resolution No. 98-555, adopted by the City of Miami Commission on June 9, 1998, provided for a second five-year contract. This contract became effective on October 1, 1998, and ran through September 30, 2003, for a fixed fee of \$460,000 annually, or \$38,333 monthly. In late September of 2003, the City of Miami Commission adopted a resolution extending the agreement on a month-to-month basis, not to exceed six (6) months, from October 1, 2003 through April 30, 2004 while the City and the Village conclude negotiating a third five year contract. Resolution No. 04-17, adopted by the Village Council on April 13, 2004, and Resolution No. 04-0132, adopted by the City of Miami Commission on March 11, 2004, provided for a third five-year contract. This contract became effective on April 1, 2004 and runs through March 31, 2009 for a fixed fee of \$479,000 annually.

On September 10, 1998, the Board of Directors for the Commission on Fire Accreditation International (CFAI) awarded the Village Fire Rescue Department International Accredited Agency Status making the Department the tenth (10th) in the world and the first (1st) in the state of Florida to achieve this recognition. On August 21, 2003, the CFAI unanimously approved the Re-Accreditation of the Department for 2003-2008. On August

14, 2008, the CFAI again unanimously approved the second Re-Accreditation of the Department for 2008-2013. On that date, the Department was one of only four Fire Departments internationally with such a distinction. In addition, the Insurance Services Organization (ISO) conducted a site visit of the Village Fire Rescue Department in November of 1998. On March 15, 1999, the ISO notified the Village that upon completion of their evaluation of the public protection classification for the Village, that our protection class had been improved and upgraded from a Class 4 to a Class 3.

Surveys of the community by the Chamber of Commerce, Florida International University and the Fire Department show the tremendous level of citizen satisfaction with the Department. In surveys conducted by the Department where questions were asked such as quality of care, professionalism, procedures being explained, and the level of concern and caring shown, not only to the patient but to the family as well, the results indicated a 99.52% good to excellent level of customer satisfaction of those responding to the survey.

Other functions that build on our full service designation include the provision of citizen blood pressure monitoring, citizen CPR classes, first-aid classes, Automatic External Defibrillator (AED) classes, citizen Community Emergency Response Team (C.E.R.T.) classes, water rescue capability, trench rescue and confined space expertise and community fire and accident prevention public education programs.

The Department consists of a Chief of Fire Rescue, a Deputy Chief of Fire Rescue, an Administrative Assistant, an Assistant Fire Marshal, an Emergency Medical Services Coordinator, a Training Officer, three (3) Fire Captains, three (3) Fire Lieutenants, twelve (12) Firefighter/Paramedic/Driver Engineer's and fifteen (15) Firefighter/Paramedic's. All of the sworn personnel under the rank of Chief of Fire Rescue are State Certified Paramedics. We are the only Fire Rescue Department in South Florida with this distinction.

2008 PERFORMANCE INDICATORS

Emergency call volume for Calendar Year 2007 broke down as follows; nine hundred and seventy seven (977) medical calls for service and eight hundred and seventy two (872) fire related calls for service totaling one thousand eight hundred and ninety eight (1898) emergency responses.

For Fiscal Year 2008- October 1st, 2007 through September 30th, 2008- medical calls for service totaled nine hundred fifty four (954) with one thousand and six (1006) fire related calls for service totaling one thousand nine hundred sixty (1960) emergency responses.

The Fire Rescue Department continues to provide for an excellent response time of three minutes thirty three seconds (3:33) while maintaining a current minimum on-duty shift staffing of eight (8) or more Firefighter/Paramedics at all times.

During Fiscal Year 2008, the Department has continued to provide the same excellent level of service as has been provided in years past. Strong emphasis and commitment continues toward the Department's highly successful public service programs such as citizen CPR classes, first-aid classes, blood pressure testing and school age fire safety training and education. The Department continues to participate in an extensive fire prevention inspection program in all high-rise and mercantile structures as well as the challenges offered by new construction projects. The Department continues teaching Village residents the Community Emergency Response Team (C.E.R.T.) program.

In April of 2006, the Village of Key Biscayne Council approved Resolution No. 2006-12 adopting The National Incident Management System (NIMS). NIMS establishes standard incident management processes, protocols and procedures so that all responders at all levels can work together to manage domestic incidents, regardless of their cause, size, location or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, response, recovery and mitigation.

Also in April 2006, Village Council approved Resolution No. 2006-13 providing for a professional services agreement for emergency management planning services. The scope of services included an All-Hazards Comprehensive Emergency Management Plan (CEMP), a Hazards Vulnerability Analysis (HVA), a Continuity of Operation Plan (COOP) and an update to the Villages Hurricane Plan.

In September of 2006, Village Council approved Resolution No. 2006-37 providing for a professional services agreement for billing and account management services required by the Village for Fire Rescue Transport Fee's. Funds received by the Village are designated and used for funding or supplementing the Village's contribution for the Village's Police Officers and Firefighters Retirement Plan.

After becoming the first Fire Rescue Department in the State of Florida to be Accredited by the Center for Public Safety Excellence (CPSE) and the Commission on Fire Accreditation International (CFAI) in September of 1998, the Department continues its commitment towards excellence by monitoring existing programs and developing new programs to maintain the Accredited Agency Status. In June of 2003, the CFAI sent into the Village a four (4) person Peer Assessor Team to evaluate the programs and services of the Department with the intention of recommending Re-Accreditation Status. On August 21, 2003, the CFAI unanimously approved the Re-Accreditation of the Department for 2003-2008. Between June 8th- 12th, 2008, a new four (4) person Peer Assessor Team again visited the Village and made a recommendation to the CFAI. On August 14, 2008, the CFAI again unanimously approved the second Re-Accreditation of the Department for 2008-2013. On that date, the Department was one of only four Fire Departments internationally with such a distinction. In addition, the Insurance Services Organization (ISO) notified the Village that upon completion of their evaluation of the public protection

FIRE RESCUE DEPARTMENT

FISCAL YEAR 2009 BUDGET

classification for the Village, that our protection class had been improved and upgraded from a Class 4 to a Class 3.

The Department continues the high quality emergency medical services to all residents through training programs, patient satisfaction surveys and quality assurance audits of the medical care delivery system. The latest survey conducted by the Department for 2007 indicates that 99.52% of those surveyed rate the Department with a good to excellent customer satisfaction level.

ALARM SUMMARY REPORT January 1st, 2008 through September 30th, 2008 (YTD)

	04	05	06	07	September 08	08 YTD
Total Calls	2275	2116	1968	1898	210	1483
Fire	1337	1091	1032	872	141	746
Medical	938	1025	936	977	69	737
Medical Transports	431	514	537	450	30	345
Miami Unit Responses	49	39	33	50	2	22

Selected Significant Calls

	04	05	06	07	September 08	08 YTD
Assist Citizen	339	114	107	99	14	90
Automatic Fire Alarm	566	516	288	432	36	312
Building Fire *	41	40	21	24	1	12
Car Fire	0	2	2	0	0	1
Lockout	70	134	86	35	7	38
Person Stuck in Elevator	28	15	19	11	5	11
Wires Down	19	67	29	10	4	15
Fire Losses	\$306,300	\$63,152	\$35,525	\$33,000	\$10,000	\$11,400
Cardiac Arrest	8	27	13	17	1	21
Chest Pain	46	59	67	57	4	47
Diabetic	15	23	23	15	2	24
Difficulty Breathing	31	53	60	42	4	47
Fall	77	85	93	68	9	58
Stroke	16	21	21	14	2	27

FIRE RESCUE DEPARTMENT

FISCAL YEAR 2009 BUDGET

Traumatic Injury	184	210	163	145	13	163
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*Building Fires include a variety of situations including vegetation, brush, trash and other fires.

ACTIVITY	2003-2004 Full Fiscal Year	2004-2005 Full Fiscal Year	2005-2006 Full Fiscal Year	2006-2007 Full Fiscal Year	2007-2008 Full Fiscal Year
Response Time	2 minutes, 29 seconds.	3 minutes, 23 seconds.	3 minutes, 32 seconds.	3 minutes, 38 seconds.	3 minutes, 33 seconds.
SWAP Program	7 Exchanges.	5 Exchanges.	16 Exchanges.	19 Exchanges.	49 Exchanges.
Inspection Activity ²	322 Inspections.	269 Inspections.	195 Inspections.	220 Inspections.	305 Inspections.
Residential Inspections	0 Inspections.	0 Inspections.	0 Inspections.	0 Inspections.	0 Inspections.
Hydrant Inspections	1 Hydrant Inspections.	478 Hydrant Inspections.	4 Hydrant Inspections.	26 Hydrant Inspections.	793 Hydrant Inspections.
Hose Tests	5 Complete Fire Hose Tests.	0 Complete Fire Hose Test.	25 Complete Fire Hose Test.	35 Complete Fire Hose Tests.	18 Complete Fire Hose Tests.
Citizen Blood Pressure Enrollments	234 People Enrolled.	187 People Enrolled.	87 People Enrolled.	119 People Enrolled.	92 People Enrolled.
CPR and Accident Prevention Classes ³	72 Citizen CPR and Accident Prevention Classes reaching 4330 residents.	72 Citizen CPR and Accident Prevention Classes reaching 5932 residents.	21 Citizen CPR and Accident Prevention Classes reaching 5182 residents.	41 Citizen CPR and Accident Prevention Classes reaching 5049 residents.	45 Citizen CPR and Public Education Classes reaching 1924 residents.
Physical Fitness Testing	1 Physical Fitness Test For each Firefighter.	1 Physical Fitness Test For each Firefighter.	1 Physical Fitness Test For each Firefighter.	1 Physical Fitness Test For each Firefighter.	1 Physical Fitness Test For each Firefighter.
Company Drill	3072 hrs. of Drill.	3072 hrs. of Drill.	3072 hrs. of Drill.	3072 hrs. of Drill.	3072hrs. of Drill.
Company School	3072 hrs. of School.	3072 hrs. of School.	3072 hrs. of School.	3072 hrs. of School.	3072 hrs. of School.
Fire Incidents ¹	1403	1103	1040	998	1006
Medical Incidents	944	1049	997	1008	954
Rescue transports	441	501	571	497	429

¹ Fire Incidents include a variety of situations including response to structure fires, vehicle fires, automatic alarms, smoke scares, and

all other incidents other than medical situations.

² Inspection Activity includes Hi-Rise, Commercial, Construction, Educational and Special Hazard sites.

³ This number includes Risk Watch presentations in the grades Pre-K, K, 1st, 3rd & 6th.

2009 DEPARTMENTAL OBJECTIVES AND MANAGEMENT OVERVIEW

The Fire Rescue Department will continue to provide a cost effective, as well as a very efficient, level of service to the community it serves. Benchmarking and performance evaluations continuously assure this objective.

The Center for Public Safety Excellence (CPSE) and the Commission on Fire Accreditation International (CFAI) require all Accredited Agencies to complete an Annual Compliance Report. This report is then reviewed by the full Commission. Each year since being granted Accredited Agency Status (1998), the Department has successfully complied with all requirements to maintain its Accredited Agency Status.

A critical element in the assessment of a delivery system is the ability to provide adequate resources for fire combat situations. Each fire emergency requires a variable amount of staffing and resources to be effective. Properly trained and equipped fire companies must arrive, be deployed and attack the fire within specific time frames using an incident command system if successful fire ground strategies and tactical objectives are to be met. The same holds true for rescue operations, major medical emergencies, hazardous materials incidents and other situations that require varying levels of resources.

In April of 2006, the Village Fire Rescue Department successfully applied to the Federal Emergency Management Agency and the United States Fire Administration for an Assistance to Firefighters Grant (F.I.R.E. Act) in the amount of one hundred and two thousand four hundred and thirty-five (\$102,435.00) dollars. The Department Grant funded a Wellness/Fitness and Injury Prevention program in order to enhance the health and safety of Department members. The Wellness/Fitness and Injury Prevention Program has been successfully completed with the purchase of equipment and the contractual procurement of medical services to ensure that Department members are physically able to carry out their duties and enjoy healthier injury-free careers.

In January of 2008, Resolution No. 2008-02 was passed by the Village Council providing for a Sub Award Agreement between Miami-Dade County and the Village of Key Biscayne allowing for the purchase of equipment and training not to exceed eighty six thousand and forty six (\$86,046.00) dollars provided by the Urban Areas Security Initiative (UASI) as part of a Homeland Security Initiative. The Village has identified equipment and training needs that have been reviewed and included in the local UASI spending plan by the Urban Area Work Group and approved by the Department of Homeland Security Office

for Domestic Preparedness. The Village will be fully reimbursed for the equipment and training up to the amount identified in the Resolution. The funding through the State of Florida Department of Community Affairs Division of Emergency Management provides assistance to build enhanced and sustainable capacity to prevent, respond to and recover from threats or acts of terrorism by Chemical, Biological, Radioactive, Nuclear and Explosive (CBRNE) incidents.

The Department has again offered the Community Emergency Response Team (CERT) program. This highly successful program, under the auspicious of the Department of Homeland Security (DHS) and its Citizen Corps Council (CCC), includes training in disaster preparedness; disaster fire suppression; disaster medical operations; light search and rescue operations; and disaster psychology and organization. Due to recent events throughout the world, and this country, this program has been expanded to involve awareness level training in Weapons of Mass Destruction and Terrorism. No community is immune.

The Department is planning on introducing a second component of the CCC, the Medical Reserve Corp (MRC) program. This program utilizes volunteer health care professionals to deliver necessary public health services during a crisis, assist emergency response teams and provide care directly to those with less serious injuries and other health related issues.

Effective July of 2004, assigned Departmental Shift Staffing went from ten (10) to eleven (11) with approval of Council. This increased level of staffing allows for a daily minimum staffing of eight (8) members on duty 24/7 and fully staffs each fire fighting apparatus with four (4) members per fire fighting truck.

In June of 2006, Village Council approved Resolution No. 2006-28 providing for ratification of the Collective Bargaining Agreement (CBA) between the Village and the Key Biscayne Professional Firefighters Association Local 3638 (Local 3638). A highlight of the CBA was the establishment a new promotional position designated as Driver Engineer. The process to fill the twelve (12) Driver Engineer positions was completed in March of 2008 and four (4) Driver Engineers are assigned to each of the three (3) shifts.

In October of 2007, the Village and the Key Biscayne Professional Firefighters Association began negotiating a new Collective Bargaining Agreement for the period of October 2008 through September 2010. In May of 2008, a tentative agreement was reached between the Village and Local 3638.

On August 20th, 2008, Village Council approved Resolution's No. 2008-42 & 43 providing for ratification of CBA's between the Village and Local 3638. Highlights of the CBA's included a salary market adjustment, an enhanced pension article and benefits regarding accrued leave. These CBA's expire on September 30th, 2010.

The Department will continue our commitment toward public fire safety education with its annual residential home safety surveys offered to all single family and duplex occupancies. Members of the Department participate in Fire Safety Skits during the Children's Fire Safety Festival which reaches approximately 3,000 Dade County school age children. Approximately five hundred (500) Key Biscayne children participate in a Fire Safety Puppet Show and tour of the Fire Rescue Department as part of National Fire Prevention Week. The thirty-three (33') foot Fire Safety House/Trailer enhances the Department's ability to teach young adults on how to prevent fires and what to do should one occur.

Members of the Department will continue making Fire Safety Public Education presentations to all 4th, 5th, and 6th graders. This very successful program is entering its ninth (9th) year. Key Biscayne is the only South Florida community where the program is offered in every educational institution.

The Department will continue to enhance the quality of life for its residents by continuing to offer Citizen CPR, First Aid and Accident Prevention classes.

The Fire Station is an authorized "SAFEPLACE" for those young individuals needing this program. Under State Law, any parent may leave a newborn infant three (3) days or younger at a hospital or at a fire station staffed by full-time firefighters or emergency medical technicians. Within the State Law, Key Biscayne Fire Rescue personnel will accept abandoned newborns and transport them to the nearest capable hospital. When the Department has identified a need or when requested, we have provided training for family members of high-risk medical patients.

The Department will continue to review and monitor the construction projects within the Village. In addition, the Department continues the plan review process for less complex projects as well as the numerous residential and multi-residential properties undergoing renovation within the Village.

And finally, the Department, as in the past, will continue to ensure that adequate, effective and efficient programs are directed toward fire prevention; life safety; risk reduction of hazards; the detection, reporting and controlling of fires and other emergencies; the provision of occupant safety and exiting; and the provisions for first aid fire fighting equipment.

RESIDENTS EXECUTIVE SUMMARY – Fire Department

FUNDING LEVEL SUMMARY

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	% Change from 08-09
Personnel Expenses	\$3,595,733	\$3,806,187	\$3,811,657	\$4,273,487	\$4,637,600	7.85%
Operational Expenses	\$989,543	\$1,046,848	\$1,303,919	\$1,528,562	\$1,523,322	-0.004%
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department	\$4,585,276	\$4,853,085	\$5,115,575	\$5,802,049	\$6,160,922	5.80%

PERSONNEL SUMMARY

Authorized Positions	Fiscal Years						
	2003	2004	2005	2006	2007	2008	2009
Fire Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Fire Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0
(*EAFC)Assistant Fire Marshal	1.0	1.0	1.0	1.0	1.0	1.0	1.0
(*EAFC) EMS Coordinator	0	1.0	1.0	1.0	1.0	1.0	1.0
(*EAFC) Fire Training Officer	0	0	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Fire Captain	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Fire Lieutenant	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Driver Engineer	0	0	0	0	0	12.0	12.0
Firefighter/Paramedic	24.0	24.0	27.0	27.0	27.0	15.0	15.0
Total	34.0	35.0	39.0	39.0	39.0	39.0	39.0

(*EAFC)- Executive Assistant to the Fire Chief

BUDGET SUMMARY

The total increase in the FY 2009 budget will be \$358,873 or 5.80%. The change is due to an increase in personnel expenses resulting from market salary increases, merit increases, personnel cost increases, and added line items to the Department from Non-Departmental.

FIRE RESCUE DEPARTMENT

FISCAL YEAR 2009 BUDGET

FIRE DEPARTMENT

	FY2008	Adopted	Variance	
	Budget	FY2009	%	Dollar
FIRE CHIEF	\$152,917	\$162,566	6%	\$9,649
DEPUTY FIRE CHIEF	\$117,157	\$132,094	13%	\$14,937
FIRE CAPTAINS- 3	\$311,939	\$364,946	17%	\$53,007
EXECUTIVE ASSTS TO FIRE CHIEFS- 3	\$279,210	\$326,864	17%	\$47,654
FIRE LIEUTENANTS- 3	\$271,078	\$312,306	15%	\$41,228
DRIVER/ENGINEERS- 12	\$840,983	\$992,012	18%	\$151,029
FIREFIGHTERS/PARAMEDICS- 15	\$795,953	\$932,978	17%	\$137,025
ADMINISTRATIVE ASSISTANT	\$44,954	\$48,617	8%	\$3,663
ACTING SUPERVISOR PAY	\$7,000	\$7,000	0%	\$0
OFF DUTY EMPLOYMENT	\$5,500	\$5,500	0%	\$0
OVERTIME	\$108,000	\$108,000	0%	\$0
HOLIDAY PAY	\$81,000	\$81,000	0%	\$0
INCENTIVE PAY	\$22,320	\$22,320	0%	\$0
VACATION EXCESS PAY	\$85,000	\$85,000	0%	\$0
COMPENSATED ABSENCES	\$0	\$0	0%	\$0
PAYROLL TAXES	\$238,910	\$273,962	15%	\$35,052
RETIREMENT CONTRIBUTIONS	\$337,703	\$442,099	31%	\$104,396
LIFE, HEALTH, DISABILITY INSURANCE	\$451,936	\$451,936	0%	\$0
WORKERS COMPENSATION	\$197,221	\$197,220	0%	(\$1)
CONSULTANTS FEE	\$10,000	\$2,500	-75%	(\$7,500)
MAINTENANCE CONTRACT	\$40,000	\$8,000	-80%	(\$32,000)
WEBSITE/COMMUNICATIONS	\$4,500	\$4,500	0%	\$0
COMMUNICATIONS	\$20,000	\$18,780	-6%	(\$1,220)
POSTAGE	\$500	\$500	0%	\$0
WATER	\$32,000	\$32,000	0%	\$0
ELECTRICITY	\$34,613	\$34,613	0%	\$0
FIRE TRUCK LEASE	\$117,000	\$109,140	-7%	(\$7,860)
INSURANCE	\$141,004	\$141,004	0%	\$0

FIRE RESCUE DEPARTMENT

FISCAL YEAR 2009 BUDGET

MAINTENANCE & REPAIRS	\$36,000	\$33,500	-7%	(\$2,500)
FIRE RESCUE BLDG MAINTENANCE	\$44,310	\$44,310	0%	\$0
VEHICLE MAINTENANCE	\$5,000	\$5,000	0%	\$0
VEHICLE FUEL & OIL	\$5,000	\$5,000	0%	\$0
	<u>FY 2008</u>	<u>FY 2009</u>		<u>VARIANCE</u>
PRINTING	\$2,500	\$2,500	0%	\$0
RECRUITING/HIRING/PHYSICALS	\$28,800	\$28,800	0%	\$0
EMPLOYEE WELLNESS PROGRAM	\$7,500	\$7,500	0%	\$0
AUTOMATIC AID AGREEMENT	\$479,160	\$525,000	10%	\$45,840
AUTOMATIC AID TRAINING / OT	\$21,000	\$21,000	0%	\$0
FIRE RESCUE SAFETY AGREEMENTS	\$10,000	\$10,000	0%	\$0
ALS LICENSE-FIRE SAFETY	\$5,000	\$5,000	0%	\$0
PHOTOGRAPHY	\$1,000	\$1,000	0%	\$0
MISCELLANEOUS	\$6,000	\$6,000	0%	\$0
OFFICE SUPPLIES	\$9,000	\$9,000	0%	\$0
LINEN SUPPLIES	\$1,000	\$1,000	0%	\$0
UNIFORMS	\$50,000	\$50,000	0%	\$0
SMALL TOOLS-CONSUMABLE	\$2,000	\$2,000	0%	\$0
EQUIPMENT-EMS GRANT	\$1,400	\$1,400	0%	\$0
MEMBERSHIP & DUES	\$4,875	\$4,875	0%	\$0
EDUCATION & TRAINING	\$49,600	\$30,600	-38%	(\$19,000)
TUITION REIMBURSEMENT	\$0	\$19,000	100%	\$19,000
FIRE/RESCUE EQUIPMENT	\$35,000	\$35,000	0%	\$0
FIRE/RESCUE FACILITIES	\$11,980	\$11,980	0%	\$0
FIRE/RESCUE VEHICLES	\$4,000	\$4,000	0%	\$0
	\$5,568,523	\$6,160,922	10.64%	\$592,399

Mission Statement

To work in partnership with the community we serve to solve problems and resolve conflicts. This will be accomplished by providing courteous, competent and effective delivery of law enforcement services in a fair and impartial manner.



Village of Key Biscayne Police Department



POLICE DEPARTMENT

FISCAL YEAR 2009 BUDGET



Marine Patrol



Accreditation/Administration



Street Patrol



Dispatch



Beach Patrol



Senior Staff



Bicycle Patrol



DEPARTMENTAL DESCRIPTION

In 1992 and 1993, when the Department was created, the Community and Council made it clear that they were dissatisfied with the County's style of police service. Often "a slow response to the call and a hurry to write a brief report and leave" was the repeated criticism at that time.

The Key Biscayne Police Department's philosophy from the beginning has been to respond as quickly as possible to all calls and "take our time to help with the problem and try to resolve the issue." This is the philosophy of community policing. Our Mission Statement reads: "To work in partnership with the community we serve to solve problems and resolve conflicts. This will be accomplished by providing courteous, competent and effective delivery of law enforcement services in a fair and impartial manner." This style of policing often requires officers to be on calls for an extended period of time, following up on investigations or problem solving. This has been well accepted and appreciated by our residents.

The Key Biscayne Police Department is a full service police agency which began operations in March of 1993. Its structure is divided into two divisions: The Patrol Operations Division, headed by the Chief of Police, consists of eighteen patrol officers, four Sergeants, and three Lieutenants. In addition, the division has one Detective. An exciting addition to our Operations Division is the Marine Patrol. The department purchased a new 23 foot Contender with state of the art electronics and safety features. Our officers patrol the waters of Key Biscayne five days a week, including weekends. The addition of the crime fighting tool has been very well received by our citizens. The hours patrol officers work are 7AM to 7PM and 7PM to 7AM. The only exceptions are Marine Patrol, the Lieutenants and our Detective. They work a standard five day week. The Operations Division responds to initial calls for service and follow-up investigations. The Administrative Division, headed by the Deputy Chief, is the support services section of the department. It consists of one School Resource/D.A.R.E. /P.A.L. officer, five Dispatchers, two Municipal Utility Workers, two Community Service Aides and five part-time Crossing Guards. The Accreditation Unit, along with Internal Affairs, is supervised by a Lieutenant of Police. This Division coordinates training, reviews reports, accounts for property and evidence and coordinates all crime prevention activities. The Administrative Division is also responsible for recruiting, hiring, and training for all employees.

The Office of the Chief of Police administers and coordinates the overall police operation with the Chief reporting directly to the Village Manager regarding all matters of public safety. The Executive Administrative Assistant maintains and distributes all reports and records for the police department. Members of the

POLICE DEPARTMENT

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Chief's office handle all special investigations; coordinate with local, state and federal law enforcement agencies, and act as liaison between state prosecutors and the court system. They maintain the budget; handle the purchasing and personnel processes and coordinate programs with government, business, homeowners and our schools. Educational media releases and videos are also prepared for our local cable access channel and the schools on the island through this office.

Key Biscayne Police Department Accomplishments Fiscal Year 2007-2008

Crime prevention is always at the forefront of concerns that confront police departments, regardless of the size or demographics of a community. Overall, crime was reduced for the second consecutive year, this year by 10.3%. This marks a reduction double that from the previous year. The Key Biscayne Police Department continued to institute pro-active initiatives to combat crime in the community. Once again, the Village of Key Biscayne proved to be one of the safest cities in the state as violent crime was almost non-existent. Burglaries to homes continued a trend of one of the lowest percentages in South Florida through aggressive directive patrol. Home burglaries were almost non-existent, less than 1 per month. Bicycle theft, a consistent problem in the Village, was reduced by 23% due to proactive initiatives and a crime prevention campaign involving community meetings and various media sources. In addition, arrests were up by 13%, signaling a continuing trend of aggressive patrol tactics.

The Departments DARE officer continued to build the program by developing exceptional relationships with the children of our community, along with the teachers and staff from our local schools. In addition to her duties as the DARE officer, Officer Cruz is continuing to develop a local Police Athletic League chapter, which will focus on creating a new Police Explorers post. This group of young leaders will learn the ins and outs of law enforcement and will enhance the Departments visibility in our high profile events.

Traffic issues have again been prominent during the past fiscal year, with the department focusing its efforts on high profile traffic abuses, such as speed, traffic control device, and golf cart violations. Officers are also enforcing the constant infractions caused by the bicycle riders entering the Village. The organization worked hundreds of hours of traffic control in an effort to alleviate problems and protect the children around the school zones. Total citations were increased 12% and clearly stayed within administrative policies of quality above quantity. The excellent result of this effort was zero traffic related accidents involving our pedestrian children. Additionally, areas of concern

POLICE DEPARTMENT

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were targeted and enforcement enhanced where the increased probability of accidents occur. These steps reduced the number of serious accidents, creating a safer environment for pedestrian and vehicular traffic alike. In an effort to provide a safety net for bicycle riders, an ongoing program was created to selectively enforce violations by overzealous riders. The program, started during the previous year, is fluid and ongoing.

The Marine Patrol provided the Village with year round water based law enforcement, along with ensuring boater safety in our swim zones. Because of its proactive nature, the Department dedicated a second officer to the Unit. The additional officer increases officer safety and creates a continual flow of service to the community without the disruption of vacations or sick leave. The officers issue safety and environmental information to our boaters and swimmers, in addition to securing our waterfront residences. Marine Patrol officers attended and completed a Master Police Diver Training program. This training enhances our ability to assist swimmers in danger, along with assisting Homeland Security concerns throughout Miami-Dade County. Officer Hernandez was nominated as a squad leader during the training, placing our Department in a very prestigious position among other organizations.

Accreditation continues to be a high priority as we prepare for the Departments re-accreditation in late 2008. Quarterly meetings are used to demonstrate compliance with the many policies and directives we must follow to maintain this prestigious status. The addition of a full time Assistant Accreditation Manager has proven itself valuable and well founded as both of our Accreditation personnel were chosen to be team leaders by Florida Accreditation administrators.

Training continues to be a high priority in our organization. A well trained police officer is less likely to make mental errors while engaging the public and more likely to react correctly under a pressurized situation. Additionally, supervisors and mid-level managers continue to receive up to date training which allows for more creative decision making. One such employee, Lieutenant Jason Younes, graduated from the highly prestigious F.B.I. National Academy in Quantico, Virginia. This training is provided to only a few select leaders throughout the international law enforcement community and prepares attendees to become the leaders of tomorrow. The Department also created and trained a Rapid Deployment Team. This group of highly dedicated officers trains monthly to respond to highly dangerous incidents such as active shooter situations. Our civilian employees also receive training relevant to their positions, providing for professional service to our community. Employees trained in excess of 2000 hours, averaging approximately 54 hours per employee.

2009 DEPARTMENTAL GOALS, OBJECTIVES & MANAGEMENT OVERVIEW

The Key Biscayne Police Department has the following goals for the fiscal year 2008:

- Conduct at least one Civilian Police Academy class, allowing residents of the Village to better understand the every day issues facing our officers.
- Create a Selective Enforcement Traffic Plan targeting critical safety issues such as violation of traffic control devices, school speed zones, and careless driving involving cell phone use.
- Continue to meet with school officials and review all Critical Incident Response Plans to ensure a rapid response to a crisis situation.
- Initiate an "Adopt- A- Cop" program for at risk students attending our local schools.
- Develop a "Report Call-In Program" for certain types of generated reports, allowing our citizens to avoid having to drive to the station or wait for an officer to arrive at their homes.
- Prepare for the accreditation on-site in November, maintaining quarterly audits of all files, while continuing maintenance of standards regarding accreditation.
- Create partnership with Community Center staff to develop a Police Explorer program that strengthens community ties between our officers and our youth.
- Create a second detective position providing victims of crime with a higher degree of service, while increasing the potential to solve the crime.

We believe that children are our most valuable asset. They represent approximately 26% of our community. Young people, as a group, tend to have more accidents, more police contacts, take more chances and receive more injuries than other age groups. Their protection and safety are a major concern and we are always looking for new programs and innovative ways to provide protection.

The Police Department has been deeply involved in programs designed to enrich the lives of the children in the Village. The Department has created many new programs as well as changing several nationally recognized programs to better meet the needs of our youth. Among the programs created are:

POLICE YOUTH PROGRAMS

D.A.R.E. Program – Elementary Level

The D.A.R.E., Drug Abuse Resistance Education program, is presented to all schools within the Village. This national program informs children of the dangers of drugs and also teaches conflict resolution, ways to handle peer pressure, finding healthy alternatives to drug use, problem solving and more. The 17 week program is geared towards children in the 5th grade, while visitation classes are presented to children in the grades K through 4.

Middle School D.A.R.E Program

The D.A.R.E. Middle School program picks up where the elementary program leaves off. This program discusses the legal rights of children, gang pressure, the necessity for laws and rules, consequences for acts and how to make the right choice. This program is presented to children in the 7th grade.

School Crisis – Emergency Planning & Coordination

The School Violence Prevention and Control project is one idea that came out of the partnership we have with the Principals. This program is designed to allow the police and staff members from each school to coordinate emergency planning for their school. This includes conducting security surveys and information sharing at all levels. Plans have been reviewed in the event of a threat of violence or a violent act taking place in one of our schools. The department will also continue to meet quarterly with the Village's ministers and the school principals to share information of a mutual interest. These meetings are an important way to further communications that will benefit the business owners and residents of our Village.

Red Ribbon Week

The D.A.R.E. Officer assists with the planning of "Red Ribbon Week", a national event held at each school.. Red Ribbon Week celebrates everyone's commitment to stay drug free throughout the year. Different events are planned such as a puppet show and a presentation by the drug dogs. Over the past few years, Red Ribbon Week has been celebrated with plays, a live band, puppet shows and more.

Children's Halloween Safety Program

To make Halloween a little safer, officers on patrol give glow sticks to trick-or-treaters as they prepare to hit the streets looking for goodies. The glow sticks make these small children much more visible in the dark. In addition, the D.A.R.E. Officer meets with the youngest children in each school to talk about Halloween safety. Reflective plastic bags are handed out to help make the children more

visible. The Dispatcher also mans a "Candy Hotline" to answer questions from concerned parents as they look over their children's candy to see if it has been tampered with or contaminated.

POLICE PROFESSIONAL TRAINING

Excellence in police service is based on numerous factors. The basis for current and on-going excellence of service is dependent on professional training, management and supervision. The training of officers, support staff, supervisors and managers often depletes staffing levels and is always costly. That being said, it is a wise and necessary investment in personnel time and budgeted expense to continually provide professional law enforcement training at all levels of the organization. We continually strive to improve our employees and the quality of service they provide to our community. Based on the overall police service ratings from our community our training funds have been well spent. Police officers averaged 54 hours of training for the year 2007. In total, 42 police employees multiplied by an average of 6 days each of training equals 254 employee training days. We will continue to provide quality training programs for the officers to ensure that they have the most up to date information possible and to prepare them for advancement. Over the years your officers have received the following training:

- Critical Incident Planning
- First Response to Terrorism
- Cultural Diversity
- Domestic Violence
- Executive Leadership Development
- CPR
- Officer Discipline
- Ethics
- Project Yes
- Use of Force
- Taser
- Franklin Covey's 7 Habits
- Police Executive Research Forum
- Rapid Action Deployment
- Active Shooter
- Police Master Diver
- Accreditation Team Leader Certification
- Line Supervision

POLICE DEPARTMENT

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Supervisors and Command staff have also received training at the Federal Bureau of Investigation National Academy, Southern Police Academy Command Officer Development, the Federal Bureau of Investigations Florida Executive Development training, Harvard Executive Leadership course, How to Manage a Small Law Enforcement Agency, Law Enforcement Disaster Response Management training and to Weapons of Mass Destruction Incidents.

TECHNOLOGY

The department has reached its goal of providing all of the patrol officers with mobile lap tops that complete the dispatch and records management system. This system provides a litany of services including tracking officer discipline (Internal Affairs), records management, and silent dispatching. Two new programs were added to the system, bicycle registration and pet registration. These additions coincide with the departments' efforts to work closely with the community and assist with the quick recovery of items or pets that may be lost or stolen.

BUSINESS SECURITY

When Patrol Officers conduct business checks they frequently find open doors or unsecured windows. All efforts are made by the department to contact the business owner and secure the premises. The KBPD accounted for over fifteen thousand business checks during 2007. We continue to work with our business community to find ways to prevent criminal activity.

POLICE, SECURITY AND CONDO MANAGERS ASSOCIATION

The department will continue to hold annual meetings with the Security and Condo Managers. This meeting is an opportunity to share information between the police and other departments of government and the Security and Condo Managers.

FEDERAL DRUG AND MONEY LAUNDERING TASK FORCE

Although the department does not currently have an officer assigned to the task force, we have been fortunate enough to have been able to purchase several high cost items with the forfeited funds that were previously collected. Those items were the marine patrol vessel, CAD/RMS system, security cameras at the Community Center, and DNA identification kits for all of the school children in our community.

MARINE PATROL

The marine patrol has proven to be a tremendous addition to the department's ability to deter crime and safeguard the community. The 23 foot Contender is loaded with the latest technology and safety features. The boat is in the water during peak hours, including weekends. High visibility is the key to the success of the unit, ensuring boating safety and deterring waterfront criminal activity. To this date, there has not been one successful burglary to a residence that has occurred from the water side.

ACCREDITATION

The trend in professional policing throughout the country in the past ten years has been Accreditation. The process of accreditation is tedious and costly. Changes must be made in the entire organization, with standardized policies reflecting those of accredited agencies throughout the country. Quarterly meetings must be attended by accreditation personnel, as standards are constantly evolving. Becoming an accredited department is an honor only five percent of all law enforcement agencies in the country share, and we are proud to have achieved that success. Our new goal will be to maintain the status and become re-accredited in 2009.

POLICE DEPARTMENT

FISCAL YEAR 2009 BUDGET

LAW ENFORCEMENT SERVICES – DEMANDS & WORKLOAD ANNUAL COMPARISON

PERFORMANCE INDICATORS					
Part I - Mandatory	2003	2004	2005	2006	2007
Murder	0	0	0	0	0
Sex Offense	3	1	3	3	1
Robbery	2	4	1	1	0
Aggravated Assault	4	5	7	4	2
Burglary/Business	9	0	6	4	7
Burglary/Residence	21	3	14	14	6
Structure Under Construction	1	0	1	5	5
Burglary - Garage or Shed	6	4	5	2	1
Attempted Burglary	4	4	4	3	0
Motor Vehicle Theft	13	5	13	5	1
Attempted Motor Vehicle Theft	0	0	0	0	0
Pocket Picking	1	1	0	0	0
Purse Snatching	0	0	0	0	0
Shoplifting	7	2	3	5	5
Theft/Building	61	45	53	58	43
Theft/Coin Operated	0	0	0	2	0
Theft/Construction Site	3	6	4	2	5
Theft from Motor Vehicle	121	56	64	43	65
Other Larceny	46	29	49	43	47
Boat Theft	1	0	1	2	1
Bicycle Theft	76	26	97	79	60
Arson	9	0	0	1	4
Part II - Mandatory					
Kidnapping/Abduction	0	0	0	0	0
Simple Assault	11	30	48	36	39
Drug/Narcotic Offenses	10	1	5	4	1
Bribery	0	0	0	0	0
Other Calls for Service					
DUI	5	5	5	4	10
Traffic Citations	1,280	1,622	1,534	1,316	1,135
Parking Citations	691	760	660	760	1,069
Traffic Accidents	229	213	245	228	213
Hit & Run	32	53	63	61	37
Resident Alarms	505	555	639	533	607
Business Alarms	187	203	181	108	105
Bank Alarms	32	42	26	45	12
Open Door Windows	192	18	40	31	58

POLICE DEPARTMENT

FISCAL YEAR 2009 BUDGET

Other Calls for Service	2003	2004	2005	2006	2007
Medical Assists	506	615	180	35	42
Animal Complaints	89	129	135	84	84
Loud Party	72	40	161	101	66
Disturbances	306	466	444	465	389
Vandalism to Property	64	14	8	9	10
Suicide	0	4	1	2	1
Attempted Suicide	5	3	2	2	1
Apparent Natural Deaths	7	7	14	13	19
Fire Assists	162	179	77	41	22
Security Checks (Residential/Business)	5,842	3,760	8,569	14,922	22,988
Suspicious Persons/Vehicles	199	182	243	233	228
Miscellaneous Calls	2,719	4,279	7,437	7,082	8,420
TOTALS	13,533	13,371	21,042	26,391	35,809

POLICE DEPARTMENT

FISCAL YEAR 2009 BUDGET

HIGH QUALITY SERVICE, COST EFFECTIVE AND EFFICIENT OPERATIONS

The department operates in an effective and efficient manner with one of the lowest officer to resident ratios in the county. We have 30 officers serving a population of approximately 11,500, whereas similarly sized cities such as Miami Shores, with a population of 10,456 operates with a staffing of 31 police officers. South Miami, with a population of 10,528, has 48 officers to provide police services.

Police Department Full Time Officer Ratios				
Ranking	Agency	2006 FT Officer Count	Total Population	Ratio per 1000
1	Indian Creek Village	11	59	186.44
2	Golden Beach	16	942	16.99
3	Medley	33	1,288	25.62
4	Virginia Gardens	6	2,371	2.53
5	El Portal	8	2,552	3.13
6	Bal Harbour Village	25	2,973	8.41
7	Biscayne Park	10	3,320	3.01
8	Bay Harbor Island	23	5,208	4.42
9	Surfside	26	5,635	4.61
10	West Miami	15	5,744	2.61
11	North Bay Village	25	5,794	4.31
12	Florida City	28	9,195	3.05
13	Miami Shores	31	10,456	2.96
14	South Miami	48	10,528	4.56
15	Key Biscayne	30	11,464	2.62
16	Miami Springs	41	13,723	2.99
17	Sweetwater	22	14,281	1.54
18	Opa Locka	34	15,487	2.2
19	Sunny Isles Beach	50	18,121	2.76
20	Village Of Pinecrest	48	19,530	2.46
21	Hialeah Gardens	32	20,476	1.56
22	Aventura	76	29,451	2.58
23	North Miami Beach	105	40,688	2.58
24	Homestead	103	43,149	2.39
25	Coral Gables	180	44,404	4.05
26	North Miami	129	59,734	2.16
27	Miami Beach	376	92,145	4.08
28	Hialeah	344	228,344	1.51
29	Miami	1012	388,702	2.6

POLICE DEPARTMENT

FISCAL YEAR 2009 BUDGET

2007 Crime Statistics for Agencies within Miami-Dade County Crimes per 1000 Residents

Ranking	Agency	Population	2007 Total Crime Index	Crimes per 1,000 Residents
1	Bay Harbor Islands	5,148	96	19
2	Golden Beach	951	18	19
3	Sweetwater	14,326	279	19
4	Biscayne Park	3,328	72	22
5	Key Biscayne	11,433	261	23
6	Bal Harbour	3,058	73	24
7	Hialeah Gardens	40,491	1,000	25
8	Virginia Gardens	2,354	63	27
9	Surfside	5,775	174	30
10	West Miami	5,724	192	34
11	Indian Creek Village	59	2	34
12	Sunny Isles Beach	18,747	681	36
13	North Bay Village	5,736	221	39
14	Miami Springs	13,643	556	41
15	Miami Lakes	27,027	1,114	41
16	Pinecrest	19,382	820	42
17	El Portal	2,523	114	45
18	Palmetto Bay	25,156	1,157	46
19	Hialeah	228,528	10,820	47
20	Coral Gables	44,604	2,327	52
21	Cutler Bay	40,468	2,382	59
22	Homestead	57,605	3,483	60
23	Aventura	30,383	1,965	65
24	North Miami Beach	40,942	2,757	67
25	Miami	395,434	27,302	69
26	Miami Shores	10,323	769	74
27	South Miami	10,561	816	77
28	North Miami	60,275	4,876	81
29	Miami Gardens	109,200	9,511	87
30	Doral	34,472	3,081	89
31	Miami Beach	93,721	8,877	95
32	Opa-locka	15,359	2,162	141
33	Miccosukee	600	98	163
34	Florida City	9,318	1,576	169
35	Medley	1,132	421	372

POLICE DEPARTMENT

FISCAL YEAR 2009 BUDGET

PERFORMANCE INDICATORS

Violent crime within Key Biscayne continues to be almost non-existent. Property crimes such as burglary averaged approximately less than one per month. Considering surrounding communities that have high crime rates, we live in one of the safest cities in South Florida. Performance indicators clearly show the department's service is outstanding based on the following:

- Emergency response time ranges just under 3 minutes.
- For a community of approximately 11,500 people the crime rate is minimal, ranking 5th lowest in crime out of the 35 municipalities and the unincorporated areas of Miami-Dade County in the year 2007.
- 2007 Police Citizen Satisfaction Survey - 96% of residents rated services good to excellent.
- Although population grew 15% in five years serious (Part I) crimes have decreased 5% from 2003.
- Part III calls for service have increased by 171% from 2003.
- Traffic accidents are down by 7%. Traffic citations are down by 11% and parking citations are up 55% from 2003.
- Additional workload indicators are described in the following chart.

Work Load Indicator Comparisons Part III Calls for Service				
Other Calls for Service	2003	2007	Increase/ Decrease	Percentage
DUI	5	10	5	100%
Traffic Citations	1,280	1135	-145	-11%
Parking Citations	691	1069	378	55%
Traffic Accidents	229	213	-16	-7%
Hit & Run	32	37	5	16%
Resident Alarms	505	607	102	20%
Business Alarms	187	105	-82	-44%
Bank Alarms	32	12	-20	-63%
Open Door Windows	192	58	-134	-70%
Medical Assists	506	42	-464	-92%
Animal Complaints	89	84	-5	-6%
Loud Party	72	66	-6	-8%
Disturbances	306	389	83	27%
Vandalism to Property	64	10	-54	-84%
Suicide	0	1	1	1%
Attempted Suicide	5	1	-4	-80%
Apparent Natural Deaths	7	19	12	171%
Fire Assists	162	22	-140	-86%
Security Checks (Residential/Business)	5,842	22,988	17146	293%
Suspicious Persons/Vehicles	199	228	29	15%
Miscellaneous Calls	2,719	8,420	5701	210%
TOTALS	13,124	35,516	22,392	171%

POLICE DEPARTMENT

FISCAL YEAR 2009 BUDGET

RESIDENT'S EXECUTIVE SUMMARY PERSONNEL SUMMARY

POLICE EMPLOYEES	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Police Officers	30	30	30	30	30
Dispatchers	5	5	5	5	5
MUWs/CSAs	4	4	4	4	4
Support Personnel	3	3	3	3	3
Total Full-Time Employees	42	42	42	42	42
Part-Time Crossing Guards	2.5	2.5	4.5	4.5	4.5
Totals	43.5	43.5	46.5	46.5	46.5

FUNDING LEVEL SUMMARY

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	Variance
Police Officers	\$2,063,330	\$2,189,516	\$2,323,407	2,565,871	2,681,922	4.52%
Support Personnel	\$405,732	\$473,881	\$505,052	525,695	554,973	5.57%
Operational Expenses	\$1,336,532	\$1,450,814	\$1,664,089	1,808,829	1,905,960	5.37%
Capital Outlay	\$135,789	\$188,767	\$193,842	203,853	100,852	-50.53%
Total Department	\$3,941,383	\$4,302,924	\$4,716,390	5,104,248	5,368,707	5.18%

BUDGET SUMMARY

The total increase in the 2009 budget will be **\$264,459** or **5.18%** above last years budget. Step increases for employees and escalating costs for medical and workers' compensation insurance were responsible for a major portion of the departmental budget increase. In addition, the rising cost of fuel has also contributed to this increase.

POLICE DEPARTMENT

FISCAL YEAR 2009 BUDGET

POPULATION AND WORKLOAD INCREASE

The Village has increased in population and calls for service since it started the police department in 1993.

Population and Workload

Year	Key Biscayne Population	Calls for Service	Sworn Officers
2003	10,507	13,740	29
2007	11,500	35,887	30
To Date	+993	22,147	+1

Officers are busy not only with calls for service, investigations, traffic control around the schools, accident investigations, security checks, and general calls on the street, but with time being spent completing and entering reports into our records data base as well as handling other community policing related events, such as business home checks, vehicle registrations, etc.

As evidenced in the following charts, serious crime (Part I) is down 34% making our community one of the safest in our region. In fact, we had the lowest burglary rate for any city our size in South Florida.

Part I Crime Comparison

FBI Classifications	2003	2007	Increase/Decrease	Percentage
Murder, Rape, Sex Crimes, Assault & Battery, Arson, Robbery, Burglary, Motor Vehicle Theft, Theft, Domestic Assault & Battery	395	262	-133	DOWN 34%

Part II crimes decreased 23% while the workload for Part III crimes increased by 177%.

Part II Crime Comparison

FBI Classifications	2003	2007	Increase/Decrease	Percentage
Abduction/Kidnapping, Simple Assault, Drugs, Embezzlement, Fraud, Bribery, Domestic Simple Assault	66	51	-15	DOWN 23%

Work Load Indicator Comparisons Part III Calls for Service

Type of Call	2003	2007	Increase/Decrease	Percentage
Traffic & Parking Citations	1,971	2,204	233	12%
Traffic Accidents	229	213	-16	-7%
Medical Assists	506	42	-464	-92%
Animal Complaints	89	84	-5	-6%
Loud Parties	72	66	-6	-8%
Other Disturbances	306	389	83	27%
Mischief	64	68	4	6%
Residential & Business Security Checks	5,842	22,988	17,146	293%
Miscellaneous Calls for Service	2,719	8,420	5,701	210%
Home & Business Alarms	724	724	0	0%
Open Windows & Doors	192	58	-134	-70%
Total Part III Calls for Service	12,714	35,256	22,542	177%

Budget Summary 2009

Once again, the 2009 fiscal year budget reflects a decline in operating costs from the previous year. The Police Department is proposing a 5.3 percent increase in this year's budget, of which 62% are salary and personnel costs. The Police Vehicles line item shows a reduction of 56% based on the initial purchase and lease coming to fruition in 2008. Increased fuel costs are substantial as noted on the 2009 budget.

Facing probable property tax cuts has required the Department to closely assess its operating expenses. Close scrutiny and innovative tracking methods from our previous budget have proven the need for increasing monetary allotments in the areas of boat maintenance (purchasing of new engines), vehicle fuel, overtime, and special events.

As a small department, we are constantly facing manpower issues associated with time off granted for vacation, sick, or training. In addition we are, as is the case with departments around the country, struggling to recruit and retain new officers. Although we spent the majority of the past fiscal year with personnel shortages in patrol and communications, those vacancies will be filled within the second quarter of the fiscal year. Step increases, along with COLA raises and a new contract with the Lieutenants union contribute to the increase in the overtime and salary budgets.

Accreditation was achieved during the 2006 fiscal year, allowing the department to reduce this line item by almost 60% during the past year. However, as we ready ourselves for re-accreditation in 2009, we will host assessors from other agencies with our on-site assessment. Although it increases this item in our new budget, the need to be prepared far outweighs the slight raise in monetary costs.

The Key Biscayne Police Department is dedicated and committed to providing quality community policing to our residents while maintaining stringent fiscal policies. The proposed budget allows us to function at a high output capacity while curtailing unnecessary spending.

POLICE DEPARTMENT

FISCAL YEAR 2009 BUDGET

	FY2008	Adopted	Variance	
	Budget	FY2009	%	Dollar
CHIEF OF POLICE	\$150,146	\$154,650	3%	\$4,504
001.08.521.12112 DEPUTY CHIEF OF POLICE	\$108,888	\$125,000	15%	\$16,112
POLICE LIEUTENANTS- 4	\$410,648	\$419,830	2%	\$9,182
POLICE SERGEANTS- 4	\$334,576	\$349,833	5%	\$15,257
POLICE OFFICERS- 20	\$1,136,104	\$1,175,404	3%	\$39,300
MUNICIPAL UTILITY WORKERS- 2	\$75,249	\$79,358	5%	\$4,109
IT SERVICES TECHNICIAN- 1	\$59,309	\$64,143	8%	\$4,834
VACATION EXCESS	\$71,432	\$75,382	6%	\$3,950
COURT TIME	\$9,000	\$15,604	73%	\$6,604
ADMINISTRATIVE ASSISTANTS- 2	\$97,189	\$105,295	8%	\$8,106
DISPATCHERS- 5	\$175,571	\$177,685	1%	\$2,114
COMM. SERV AIDES/PROP & EVID CUST- 2	\$78,377	\$82,592	5%	\$4,215
CROSSING GUARDS	\$40,000	\$45,900	15%	\$5,900
OVERTIME SALARIES	\$200,000	\$340,000	70%	\$140,000
SPECIAL EVENTS	\$13,166	\$0	-100%	(\$13,166)
HOLIDAY PAY	\$108,511	\$125,000	15%	\$16,489
INCENTIVE PAY	\$23,400	\$26,220	12%	\$2,820
ACCREDITATION	\$11,088	\$16,038	45%	\$4,950
COMPENSATED ABSENCES*	\$0	\$0	0%	\$0
PAYROLL TAXES	\$236,505	\$257,185	9%	\$20,680
RETIREMENT CONTRIBUTIONS	\$357,994	\$372,611	4%	\$14,617
LIFE, HEALTH, DISABILITY INSURANCE	\$415,541	\$415,541	0%	\$0
WORKERS COMPENSATION	\$122,189	\$122,463	0%	\$274
MAINTENANCE CONTRACT	\$20,000	\$8,000	-60%	(\$12,000)
INVESTIGATION EXPENSE	\$6,000	\$7,000	17%	\$1,000
WEBSITE/COMMUNICATIONS	\$4,500	\$4,500	0%	\$0
TELEPHONE DEDICATED LINES	\$12,567	\$12,567	0%	\$0
ELECTRICITY	\$49,822	\$39,732	-20%	(\$10,090)
WATER & SEWER	\$5,134	\$10,637	107%	\$5,503
EQUIPMENT LEASE	\$17,689	\$18,320	4%	\$631

POLICE DEPARTMENT

FISCAL YEAR 2009 BUDGET

LAW ENFORCEMENT INSURANCE	\$122,663	\$122,663	0%	\$0
VILLAGE HALL MAINTENANCE	\$61,661	\$61,663	0%	\$2
MAINTENANCE & REPAIRS	\$4,000	\$0	-100%	(\$4,000)
VEHICLE MAINTENANCE	\$42,976	\$40,680	-5%	(\$2,296)
BOAT MAINTENANCE	\$0	\$16,850	100%	\$16,850
VEHICLE FUEL	\$105,110	\$130,000	24%	\$24,890
BOAT FUEL	\$14,000	\$19,000	36%	\$5,000
MAINTENANCE-COMMUNICATIONS	\$55,000	\$55,000	0%	\$0
D.A.R.E. PROGRAM	\$10,000	\$10,000	0%	\$0
RECRUITING/HIRING/PHYSICALS	\$27,890	\$31,310	12%	\$3,420
OFFICE SUPPLIES	\$25,000	\$25,000	0%	\$0
UNIFORMS	\$30,000	\$38,700	29%	\$8,700
RANGE EXPENSES	\$6,000	\$6,000	0%	\$0
MEMBERSHIP & DUES	\$3,500	\$3,500	0%	\$0
EDUCATION & TRAINING	\$42,000	\$42,000	0%	\$0
TUITION REIMBURSEMENT	\$0	\$19,000	100%	\$19,000
POLICE VEHICLES	\$183,853	\$80,852	-56%	(\$103,001)
POLICE EQUIPMENT	\$20,000	\$20,000	0%	\$0
FEDERAL EXPENDITURES*	\$0	\$0	0%	\$0
STATE EXPENDITURES*	\$0	\$0	100%	\$0

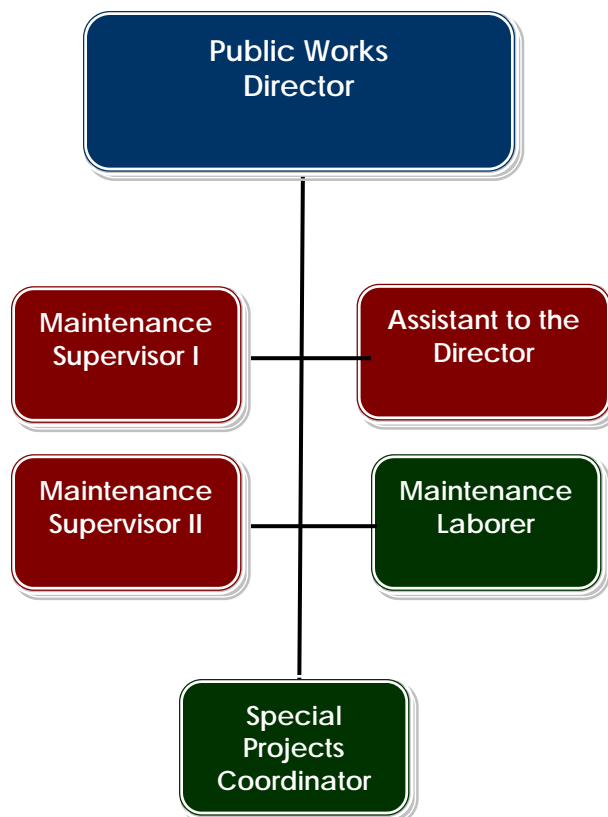
\$5,104,248	\$5,368,707	5.18%	\$264,459
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* TO BE APPLIED AGAINST AN ESTABLISHED RESERVE AT YEAR
END

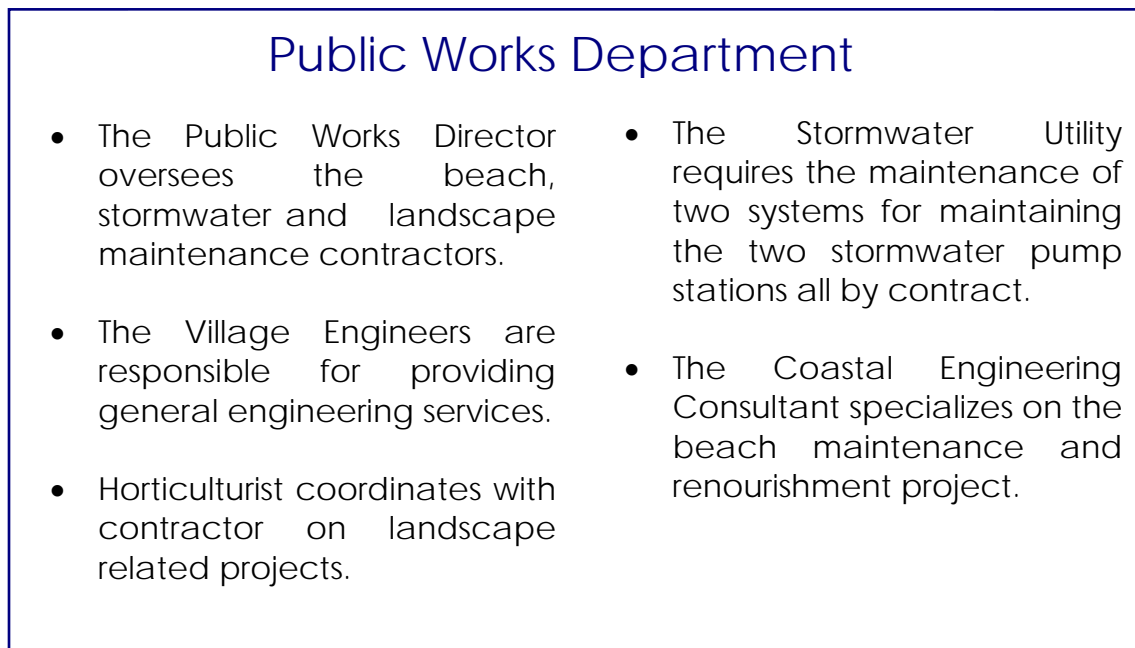
MISSION STATEMENT

Public Works has a multi-faceted mission which is to provide a variety of services to the community including the design, construction, and maintenance of local streets and storm drainages, beach, rights-of-way, solid waste removal, traffic calming, and control and management of public works.

Organizational Chart



FUNCTIONAL ORGANIZATIONAL CHART



DEPARTMENTAL DESCRIPTION

The Department of Public Works is one of the five departments of the Village Manager. There are four full-time Village employees. The Public Works Director oversees the beach and landscape maintenance contractors. In addition, the Village contracts with several companies which provide consulting and maintenance services.

The consultants currently under contract are the Village Engineers and Coastal Consultants. The Village Engineers are responsible for all general engineering services such as plans for paving, curbs and sidewalks, bridge repairs, storm sewer systems as well as oversee the current Water, Sewer and Reclaimed Water Project. The Coastal Consultant specializes on Beach related projects such as Seagrass Mitigation, Dune Restoration and Beach Renourishment. The following is a list of the contractors who provide services to this department and a brief description of their responsibilities:

PUBLIC WORKS DEPARTMENT

FISCAL YEAR 2009 BUDGET

- a. *Beach Maintenance Contractor:* Responsible for maintaining the profile of the beach as well as maintaining the beach free of litter and debris. Contractor is Universal Beach Service Corporation. Resolution 2003-34 October 14, 2003 extended the same contract until October 14, 2008 which is a five (5) year period at an annual cost of \$107,110.
- b. *Landscape and General Maintenance Contractor:* Responsible for maintaining all landscape projects such as Crandon Boulevard Median, Neighborhood Public Landscaping Program and maintenance of street trees. The contractor also provides various general maintenance as required. Current contractor is with Gorgeous Lawns and Gardens, Inc. The contract was awarded August 28, 1997 by the Village Council. The contract is a two-year contract with automatic extensions with the approval of the Village.
- c. *Miami-Dade County:* The Village has the following inter-local agreements with the County:
 - 1) The initial agreement entered into with the County for the transfer of municipal services and responsibilities to the Village was approved by the county R-970-92, July 21, 1992. The council approved the agreement June 9, 1992.
 - 2) Key Biscayne elementary School ten (10) year agreement beginning on January 1, 1994 as per Council Resolution 93-19, adopted September 14, 1993 and was extended until 2013 for supervision and maintenance of play area and portions of the grounds. Resolution 99-76 adopted September 16, 1999 authorized the Village to maintain the entire school grounds effective November 11, 1999.
 - 3) Crandon Boulevard median maintenance agreement authorized by Resolution 93-49 and Resolution 93-60 adopted October 26th and December 14, 1993. This is a continuing agreement.
 - 4) Library grounds and school grounds are maintained by the landscaping contractor.
 - 5) Compliance with the National Pollution Discharge Elimination System (NPDES) with Miami -Dade County and includes the Village as a joint-permittee in association with the County Department of Environmental Resource management.

PUBLIC WORKS DEPARTMENT

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6) Miami-Dade Water and Sewer Department bills and collects the stormwater utility fees in accordance with ordinances 93-11 93-11-A. Resolution 93-44 authorized the Mayor to execute the billing and collection agreement. The agreement was approved by the County commission July 26, 1994 (R-1235-94). The contract is ongoing.

7) Resolution 98-38 adopted August 25, 1998 authorized the execution of an Inter-local agreement with Miami-Dade County to develop a countywide local mitigation strategy.

d. *Pollution Elimination Corporation (PELCO)*: Responsible for maintaining the two stormwater pump stations (100 East Heather Drive and 200 Ocean Lane Drive) as per Resolution 99-52, adopted May 11, 1999. Resolution 2000-18 adopted June 6, 2000 contracted with the company to maintain the pump station at the Village Green.

e. *Street Cleaning*: U.S. Grounds, Inc. is under contract to provide mechanized sweeping of all streets monthly.

2009 DEPARTMENTAL OBJECTIVES AND MANAGEMENT OVERVIEW

Objective One: To maintain public areas in an attractive and pleasing manner.

KEY AREA: Landscape maintenance of cul-de-sacs, medians, swale areas, public areas and trees by contractor

INDICATOR: Review work by periodic checks and constant review of Contract with Gorgeous Lawns and Gardens, Inc.

ACTION PLAN:

- Enforce all provisions of landscape maintenance contract
- Service complaints resolved within seventy-two (72) hours.
- Hired a part time horticulturist to inspect landscaping throughout the Village

PUBLIC WORKS DEPARTMENT

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PERFORMANCE MEASURES:

- Meet as often as necessary with contractor to review work.
- Have horticulturist review public areas periodically.
- Analyze and respond to public comments within a 72- hour period.

Objective Two: To maintain on a daily/periodic basis, portions of Crandon Boulevard, East Drive and selected areas litter free.

KEY AREA: Litter and Debris Patrol

INDICATOR: Periodic checks and citizen comments.

ACTION PLAN:

- Monitor clean-up activities of Public Works employee as per work schedule.
- Service complaints resolved within twenty-four (24) hours, except during weekends.

PERFORMANCE MEASURES:

- Review work schedule quarterly.
- Inspect work areas periodically to determine if areas are litter free.
- Order Special Mechanical Street Sweepings on an as-needed basis.

Objective Three: To maintain the Atlantic Ocean Beach by cleaning, grading and contouring on a regular basis.

KEY AREA: Maintenance of the Ocean Beach

INDICATOR: Review work by periodic checks and meeting with contractor.

ACTION PLAN:

- Enforce all provisions of the Beach maintenance contract.
- Service complaints resolved within a seventy-two (72) hour period, except during weekends.

PUBLIC WORKS DEPARTMENT

FISCAL YEAR 2009 BUDGET

PERFORMANCE MEASURES:

- Inspect beach on a weekly basis.
- Meet quarterly with representative from Universal Beach Service Corp.
- Bring beach contour and condition up to even and stabilize profile at the prescribed elevation
- Analysis of public comments.
- Meet with Dade County Department of Environmental Resources Management (DERM) once per year to review beach restoration.

Objective Four: To maintain Crandon Boulevard

KEY AREA: Crandon Boulevard Improvements

INDICATOR: Coordinate activities with Miami-Dade Public Works Department, consulting engineers, and horticulturist.

ACTION PLAN:

- Enforce all provisions of the Landscape Management Plan

PERFORMANCE MEASURES:

- Inspect medians, lighting and paving on a weekly basis.
- Analysis of public comments.
- Quarterly meetings with contractor

Objective Five: To collect garbage, trash and recycling material from single family dwellings

KEY AREA: Solid Waste Management

INDICATOR: Review contract with Waste Management.

PUBLIC WORKS DEPARTMENT

FISCAL YEAR 2009 BUDGET

ACTION PLAN:

- Enforce all provisions of the five (5) year contract to end 2009.
- Respond to service misses within 24/48 hours.

PERFORMANCE MEASURES:

- Spot checks by staff.
- Monthly meeting with contractor.
- Review complaints on a weekly basis.

Objective Six: To maintain and operate all stormwater drains annually.

KEY AREA: Stormwater Management

INDICATOR: Check stormwater system and pump stations periodically.

ACTION PLAN:

- Review service complaints weekly.
- Contract for maintenance of three (3) pump stations with PELCO, 100 East Heather Drive and 200 Ocean Lane Drive, as authorized per Resolution 96-10, adopted April 23, 1996 and Village Sanitary Sewer pump station.

PERFORMANCE MEASURES:

- Physical inspection.
- Complaints received.
- Analyze maintenance log on a monthly basis.
- Review terms of PELCO agreement monthly.
- Comply with NPDES Requirements.

PUBLIC WORKS DEPARTMENT

FISCAL YEAR 2009 BUDGET

RESIDENT'S EXECUTIVE SUMMARY – PUBLIC WORKS

PERSONNEL SUMMARY

Authorized Positions	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Public Works Director	1.0	1.0	1.0	1.0	1.0	1.0
Assistant to the Director	1.0	1.0	1.0	1.0	1.0	1.0
Special Projects Coordinator	0.0	0.0	0.0	0.0	0.0	0.25
Maintenance Supervisor I	1.0	1.0	1.0	1.0	1.0	1.0
Maintenance Supervisor II	0.0	1.0	1.0	1.0	1.0	1.0
Maintenance Laborers	1.5	0.5	0.5	0.5	0.5	0.5
Total	4.5	4.5	4.5	4.5	4.5	4.75

BUDGET SUMMARY

The 2.94% increase in the Public Works Budget from the previous year's budget is due to an increase in personnel expenses as well as some added contractual services.

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	% Change from FY 08
Personnel Expenses	\$267,229	\$298,805	\$339,246	\$312,725	\$367,885	\$405,641	10.27%
Operational Expenses	\$786,465	\$953,440	\$1,022,416	\$1,285,156	\$1,553,604	\$1,572,141	1.2%
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Department	\$1,053,694	\$1,252,245	\$1,361,662	\$1,597,881	\$1,921,489	1,977,782	2.94%

PUBLIC WORKS DEPARTMENT

FISCAL YEAR 2009 BUDGET

PUBLIC WORKS

	FY2008 Budget	Adopted FY2009	Variance %	Dollar
PUBLIC WORKS DIRECTOR	\$92,893	\$100,463	8%	\$7,570
MAINTENANCE SUPERVISOR #1	\$56,622	\$61,237	8%	\$4,615
MAINTENANCE SUPERVISOR #2	\$40,353	\$43,641	8%	\$3,288
ASSISTANT TO THE DIRECTOR	\$42,107	\$47,707	13%	\$5,600
SPL PROJECTS/COMMUNICATIONS COORD.	\$0	\$16,811	100%	\$16,811
HOURLY EMPLOYEES/OVERTIME	\$50,000	\$42,965	-14%	(\$7,036)
COMPENSATED ABSENCES	\$0	\$0	0%	\$0
PAYROLL TAXES	\$21,571	\$23,931	11%	\$2,360
RETIREMENT CONTRIBUTIONS LIFE, HEALTH, DISABILITY INSURANCE	\$27,837	\$32,383	16%	\$4,546
WORKERS COMPENSATION	\$22,580	\$22,580	0%	\$0
ENGINEERING	\$13,923	\$13,923	0%	\$0
LANDSCAPE ARCHITECT	\$45,500	\$20,716	-54%	(\$24,784)
MAINTENANCE CONTRACT	\$5,000	\$5,000	0%	\$0
CONSULTING SERVICES	\$3,333	\$1,334	-60%	(\$1,999)
CONTRACTUAL SERVICES	\$5,000	\$5,000	0%	\$0
TREE TRIMMING - FPL LINE CLEARING	\$843,000	\$843,000	0%	\$0
BEACH CONSERVATION MONITORING	\$150,000	\$150,000	0%	\$0
TRAVEL & PER DIEM	\$25,000	\$25,000	0%	\$0
WEBSITE/COMMUNICATIONS	\$192	\$192	0%	\$0
TELEPHONE	\$4,500	\$4,500	0%	\$0
ELECTRICITY	\$6,930	\$6,930	0%	\$0
WATER & SEWER	\$8,300	\$6,619	-20%	(\$1,681)
ELECTRICITY-VILLAGE WIDE	\$855	\$1,772	107%	\$917
WATER-VILLAGE WIDE	\$63,034	\$84,421	34%	\$21,387
RENTALS & LEASES	\$96,219	\$119,082	24%	\$22,863
INSURANCE	\$33,772	\$33,772	0%	\$0
VILLAGE HALL MAINTENANCE	\$17,691	\$17,691	0%	\$0
	\$10,277	\$10,277	0%	\$0

PUBLIC WORKS DEPARTMENT

FISCAL YEAR 2009 BUDGET

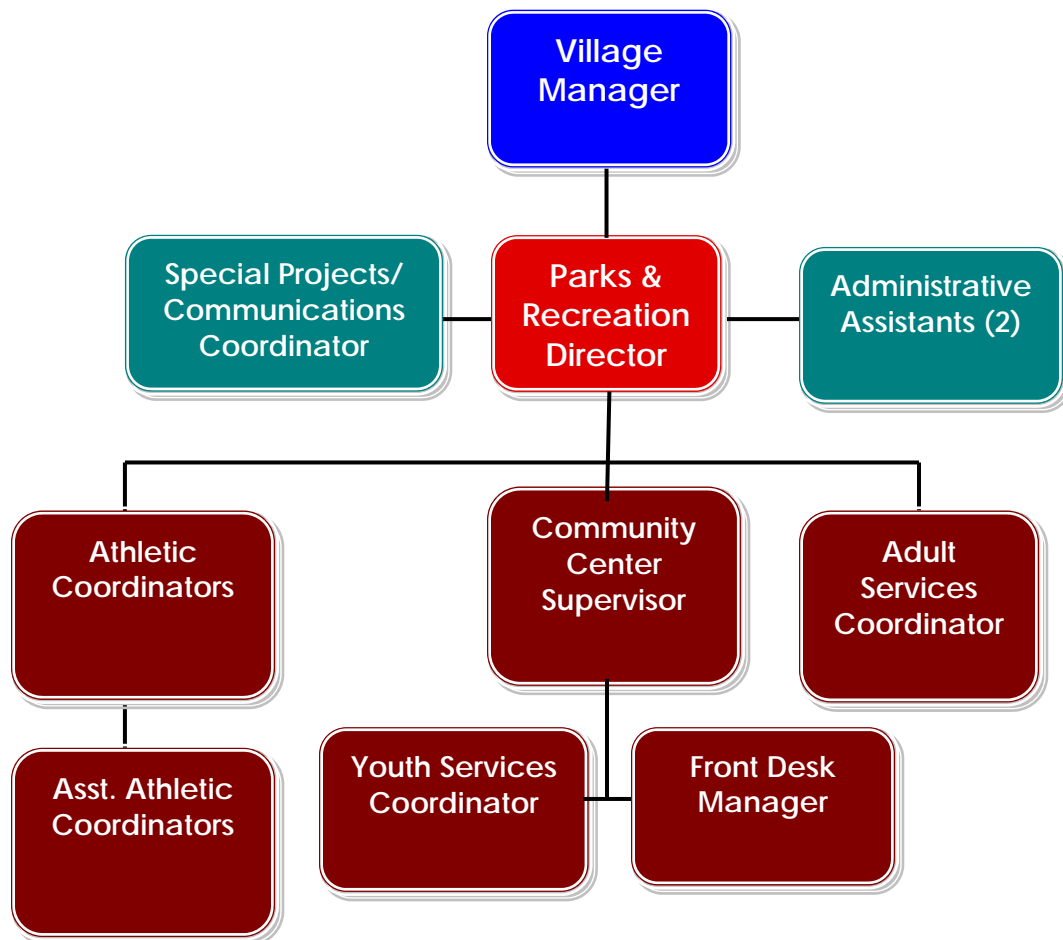
MAINTENANCE & REPAIRS	\$140,000	\$140,000	0%	\$0
VEHICLE MAINTENANCE	\$20,000	\$30,000	50%	\$10,000
MAINTENANCE CONTRACTS	\$33,000	\$25,000	-24%	(\$8,000)
HURRICANE EXPENDITURES	\$0	\$0	0%	\$0
OPERATING SUPPLIES	\$10,000	\$10,000	0%	\$0
SMALL TOOLS-CONSUMABLE	\$20,000	\$20,000	0%	\$0
EDUCATION & TRAINING	\$2,000	\$2,000	0%	\$0
EQUIPMENT	\$10,000	\$10,000	0%	\$0
	\$1,921,489	\$1,977,948	2.94%	\$56,459

PARKS & RECREATION DEPARTMENT

FISCAL YEAR 2009 BUDGET

Mission Statement:

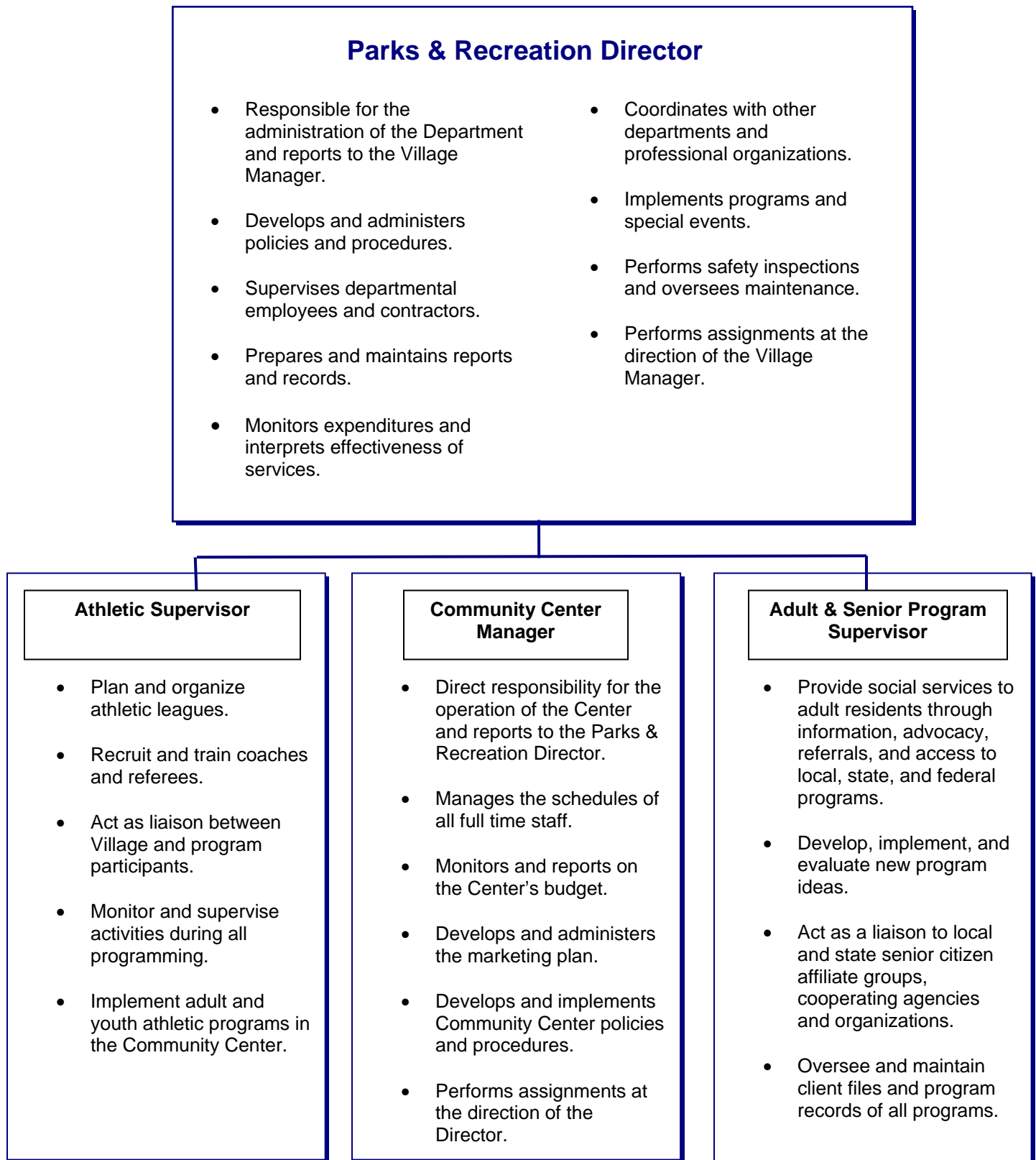
To provide and promote a creative and balanced system of leisure programs that are sensitive and responsive to citizen needs and continue providing citizens with quality of life opportunities for positive recreational experiences.

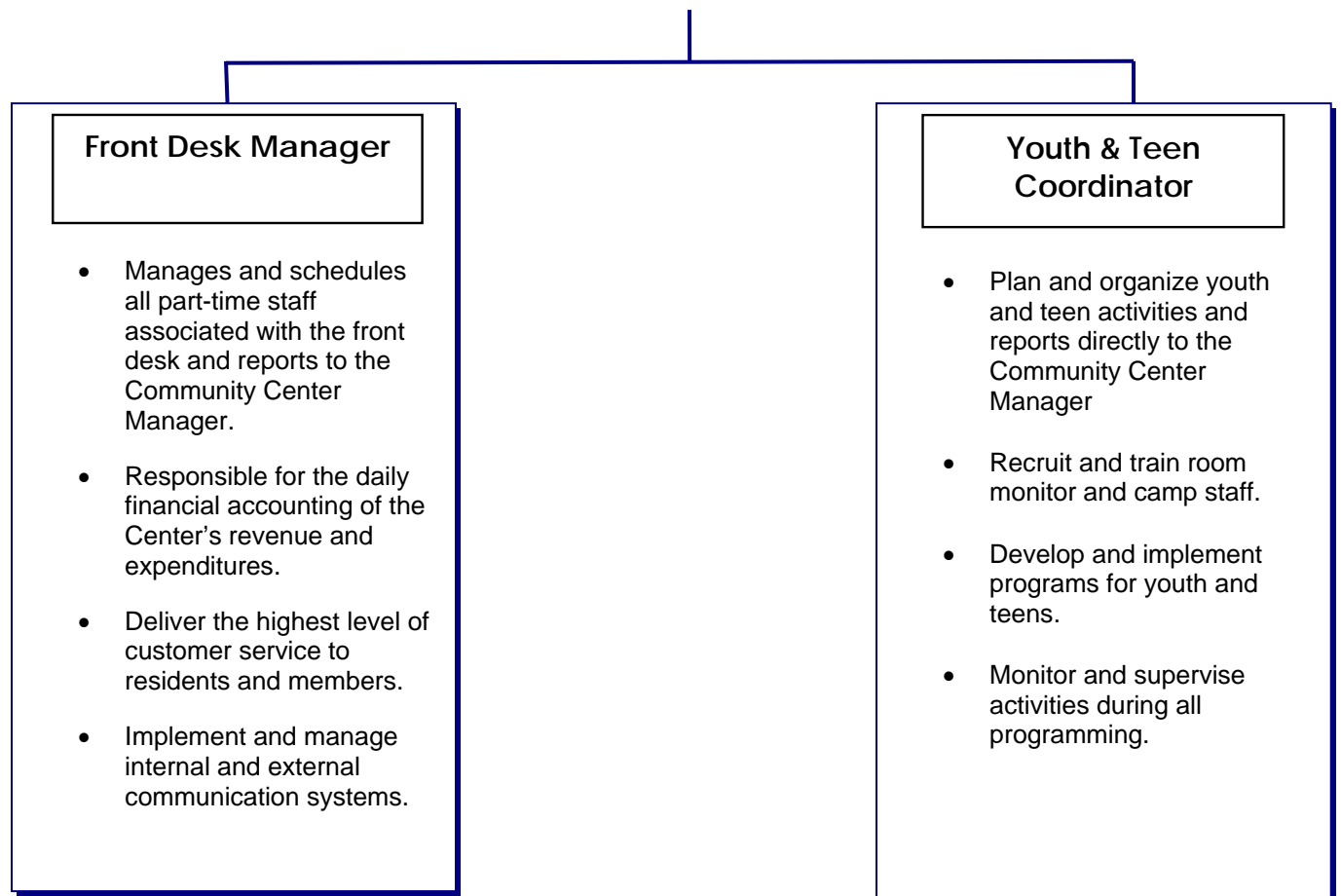


PARKS AND RECREATION



FUNCTIONAL ORGANIZATIONAL CHART





DEPARTMENTAL DESCRIPTION

The Parks & Recreation Department caters to thousands of participants a year by offering a wide variety of programs. A challenge this department has faced is attempting to establish and develop a quality and balanced program with limited recreation facilities. The addition of the Key Biscayne Community Center has allowed the department to service the community in ways never before possible. The Key Biscayne Community Center opened on October 30, 2004. The department has three (3) major divisions: Community Center, Sports and Athletics, and Adult and Senior Services.

In addition to the Community Center the Department continues to make facilities for outdoor active recreation a priority. The Village of Key Biscayne executed agreements with St. Agnes Church and School, Key Biscayne Community School and Miami-Dade County to provide the active recreational space required for the youth and adult active recreational needs of the community. The Department continues to investigate other potential locations to address these needs. Currently the Department is working with the Village Manager and the Building and Zoning Department to develop plans that could potentially add active recreational space in Calusa Park, Virginia Key, and within the property managed by the Virginia Key Beach Park Trust. Significant efforts will be made this fiscal year to implement these plans.

In 2008 the Parks and Recreation Department will undertake the administration of the youth and adult athletic programs previously managed in concert with the Key Biscayne Athletic Club. The Department will work with guidance provided by a newly created advisory board. This departure from the previous work model will provide many challenges for the department as it strives to improve the method in which these programs are provided to the residents.

COMMUNITY CENTER DIVISION

The Key Biscayne Community Center opened for use on October 30, 2004. The Community Center provides a central location for all residents, both young and old, to participate in a wide variety of both active and passive activities. The Community Center is a two story facility located adjacent to the Village Green. The Community Center includes a multi-purpose gym, 25-meter pool, dance and aerobics studio, wellness/fitness center, computer lab, arts & crafts room, meeting rooms and underground parking. In addition, separate program space has been provided for toddler, youth and teen activities. Staff continues to work with the Community Center Advisory Board to insure that the public's expectations are met. A new Community Center Manager was hired on April 23, 2008 after an application and interview process that included the Community Center Advisory Board.

PARKS & RECREATION DEPARTMENT

FISCAL YEAR 2009 BUDGET

The Community Center has three capital projects in different stages of completion. The Island Room Revisions were completed on September 1, 2008. This project replaced the carpet tiles with a wood floor to increase the programming capabilities of the space. The addition of a second elevator and improvement of the lift station have been approved by Council and are currently in the bidding process. Architectural and engineering plans for a second floor expansion were approved by Council. This project will be brought back before Council with costs estimates for consideration.

SPORTS AND ATHLETICS DIVISION

The Athletic Coordinator and staff administer the Sports and Athletics Division. Since 1993 under the terms and conditions of an annual contract approved by Resolution 97-57, the Athletic Division is responsible for the administration of the Key Biscayne Athletic Club (KBAC), which provides athletic programs for approximately 1,600 children. In 2008 Council approved a recommendation from the KBAC that the Village Parks & Recreation staff assume the administrative duties related to providing athletic programs for the residents of the Village. The Village Council approved the appointment of a Youth Athletics Advisory Board to provide recommendations to the Village. The KBAC remains in existence with the main objectives of obtaining volunteers and fundraising. The new model approved by Village Council and the Key Biscayne Athletic Club will place the managerial and administrative responsibility within the department.

The Athletics Division will implement the programs with the guidance of the newly created advisory board for athletics. The programs available for children include: flag football, tackle football, volleyball, youth soccer leagues, baseball, girls softball, boys and girls basketball seasonal sports camps, the Chief Harmon Memorial Fishing Tournament, and youth tennis leagues. Adult programs include a spring soccer league and co-ed softball.

PARKS

The Parks Division administers the Village Green, Oceanfront Park, and St. Agnes, Key Biscayne Community School, Crandon Park, and Calusa Park insuring that the grounds are maintained properly. The Parks Division administers the management agreements between the Village of Key Biscayne and Dade County Parks and Recreation, the Archdiocese of Miami and Miami-Dade County Public Schools. The Department manages the maintenance contractor that provides the athletic field maintenance program for the Village Green, Key Biscayne Community School, and St. Agnes. The parks and facilities are inspected weekly for maintenance and safety concerns. This Division manages the issuance of permits which are required for parties, organized sports, and special events held by any person or organization in accordance the Village's park rules adopted by Village Council on November 14, 1995, Ordinance 95-14.

SPECIAL EVENTS

The Special Events Division is responsible for the coordination of several special events such as the annual Spring Egg Hunt, Memorial Day Ceremonies, Key Biscayne Lighthouse Run, St. Valentine Day Celebration, Relay for Life, Concerts, Annual Winterfest, Winterfest Boat Parade and the annual Fourth of July Fireworks Celebration. In addition, the Division serves as a liaison to local community and civic groups organizing special events.

ADULT AND SENIOR PROGRAMMING

The Adult and Senior Division also benefited greatly with the opening of the Community Center. Participation in the social, educational, and social service program provided are at record numbers. Adults and seniors participate in excursions to area attractions, events, classes, seminars and cultural activities. The numbers of programs has increased to meet demand. Workings with residents, senior programs have been developed to meet the needs of this population. Through this Division, the Department strives to provide quality leisure opportunities for all sectors of the population.

PERFORMANCE INDICATORS

- The Village Green playground equipment replacement program was completed on time and within budget
- The development of a new youth athletics program model was approved by both the Village Council and the Key Biscayne Athletic Club Board of directors.
- The Community Center division was able to increase programming while managing the space allocation required hosting the wide variety of activities.

2009 DEPARTMENTAL OBJECTIVES AND MANAGEMENT OVERVIEW

The Department provides a wide variety of services to the residents of Key Biscayne. This is accomplished while maintaining a small, efficient streamline department. The department provides prompt, efficient, and courteous service to our customers by providing quality recreation programs and well-maintained facilities.

The Department will continue to maximize the recreational opportunities provided at the Village Green, St. Agnes, Community School and Crandon Park while looking for active and passive recreational space through redevelopment and cooperative agreements. The department participated in the Evaluation and Assessment Report in conjunction with the Building and Zoning Department to review how the Village green can best serve the growing demand for both passive and active recreation. The Department will also participate in the development of a park adjacent to the Community Center at 530 Crandon Boulevard. In addition the Department has been working to redevelop Calusa Park and looking to lease potential playing fields on Virginia Key. These efforts will be a priority in this fiscal year.

The Senior Services Division has been re-named the Adult and Senior Services Division. The Senior Services Supervisor will now be the Adult and Senior Program Supervisor. The expansion of this Division is a direct response to the requests from adult residents who desire more recreational opportunities.

The Department will continue an aggressive grant-seeking program. The Department has maintained a high level of funding that has subsidized capitol improvements, purchase of property, and recreational programming. This year the department will pursue additional grants for senior, youth and teen programs and services, the Florida Recreation Development Assistance Program Grant and a historic preservation grant for the Calusa Playhouse.

PARKS & RECREATION DEPARTMENT

FISCAL YEAR 2009 BUDGET

PERSONNEL SUMMARY

Authorized Positions Full Time Personnel	Fiscal Years					
	2004	2005	2006	2007	2008	2009
<u>Parks & Recreation</u>						
Director	1.0	1.0	1.0	1.0	1.0	1.0
Adult Program Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Assistants (2)	1.0	1.0	1.0	1.0	1.0	1.0
*SPL Projects/Comm. Coord.						0.5
Total	3.0	3.0	3.0	3.0	3.0	3.5
<u>Community Center</u>						
Community Center Manager	1.0	1.0	1.0	1.0	1.0	1.0
Youth Services Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Front Desk Manger	1.0	1.0	1.0	1.0	1.0	1.0
Total	3.0	3.0	3.0	3.0	3.0	3.0
<u>Athletics</u>						
Athletic Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Asst. Athletic Coordinator					1.0	1.0
Total	1.0	1.0	1.0	1.0	2.0	2.0
Total Full-Time	7.0	7.0	7.0	7.0	8.0	8.5

Authorized Positions Part-Time Personnel	Fiscal Years					
	2004	2005	2006	2007	2008	2009
<u>Parks & Recreation</u>						
Part-time Administrative Assistants	2.0	2.0	2.0	2.0	0.0	0.0
Total	2.0	2.0	2.0	2.0	0.0	0.0
<u>Community Center</u>						
Head Lifeguard	2.0	2.0	2.0	2.0	1.0	1.0
Asst Head Lifeguard	0.0	0.0	0.0	0.0	1.0	1.0
Lifeguards	6.0	6.0	6.0	6.0	6.0	6.0
Room Monitors	14.0	14.0	14.0	14.0	14.0	14.0
Front Desk Attendant	12.0	12.0	12.0	12.0	12.0	12.0
Manager On Duty	1.0	1.0	1.0	1.0	1.0	1.0
Toddler Room Monitor	3.0	3.0	3.0	3.0	3.0	3.0
Total	38	38	38	38	38	38
<u>Athletics</u>						
Part-time athletic Assistants	0.0	0.0	0.0	0.0	2.0	3.0
Total	0.0	0.0	0.0	0.0	2.0	3.0
Total Full-Time	40.0	40.0	40.0	40.0	40.0	41

PARKS & RECREATION DEPARTMENT

FISCAL YEAR 2009 BUDGET

Parks & Recreation

	FY2008 Budget	Adopted FY2009	Variance %	Dollar
RECREATION DIRECTOR	\$108,777	\$117,341	8%	\$8,564
ATHLETICS STAFF	\$63,700	\$0	-100%	(\$63,700)
ADULT PROGRAMS SUPERVISOR	\$59,535	\$64,388	8%	\$4,853
ADMINISTRATIVE ASSISTANTS (2)	\$87,182	\$65,768	-25%	(\$21,414)
SPL PROJECTS/COMMUNICATIONS COORD.	\$0	\$33,622	100%	\$33,622
COMPENSATED ABSENCES	\$0	\$0	0%	\$0
PAYROLL TAXES	\$24,418	\$21,506	-12%	(\$2,912)
RETIREMENT CONTRIBUTIONS	\$35,041	\$33,734	-4%	(\$1,307)
LIFE, HEALTH, DISABILITY INSURANCE	\$22,473	\$27,871	24%	\$5,398
WORKERS COMPENSATION	\$3,531	\$3,531	0%	\$0
MAINTENANCE CONTRACT - SKYLINE	\$6,000	\$0	-100%	(\$6,000)
SENIOR TRANSPORTATION	\$52,560	\$48,672	-7%	(\$3,888)
TRAVEL & PER DIEM	\$2,904	\$2,692	-7%	(\$212)
WEBSITE/COMMUNICATIONS	\$4,500	\$4,500	0%	\$0
COMMUNICATIONS	\$9,393	\$9,393	0%	\$0
ELECTRICITY - ST. AGNES FIELD LIGHTS	\$10,966	\$10,867	-1%	(\$99)
VEHICLE LEASE	\$3,600	\$3,600	0%	\$0
RENT - ST. AGNES PLAYING FIELD	\$36,000	\$36,000	0%	\$0
INSURANCE	\$26,167	\$26,167	0%	\$0
VEHICLE MAINTENANCE	\$10,000	\$10,000	0%	\$0
MAINT/REPAIRS - PARKS/PLAYGRND	\$30,000	\$30,000	0%	\$0
FIELD MAINTENANCE	\$105,000	\$115,000	10%	\$10,000
ADVERTISING	\$50,000	\$50,000	0%	\$0
SPECIAL EVENTS	\$90,000	\$77,800	-14%	(\$12,200)
KEY BISCAYNE ATHLETIC CLUB	\$100,000	\$0	-100%	(\$100,000)
KEY BISCAYNE ART FESTIVAL	\$5,000	\$5,000	0%	\$0
LIGHTHOUSE RUN & WALK	\$10,000	\$10,000	0%	\$0
FOURTH OF JULY FIREWORKS	\$90,000	\$92,500	3%	\$2,500
FOURTH OF JULY PARADE	\$0	\$20,000	100%	\$20,000

PARKS & RECREATION DEPARTMENT

FISCAL YEAR 2009 BUDGET

FOURTH OF JULY EVENT	\$0	\$12,200	100%	\$12,200
WINTERFEST	\$40,000	\$50,000	25%	\$10,000
OFFICE SUPPLIES	\$8,000	\$8,000	0%	\$0
UNIFORMS	\$2,000	\$2,000	0%	\$0
PROGRAM SUPPLIES	\$30,000	\$30,000	0%	\$0
MEMBERSHIP & DUES	\$2,000	\$2,000	0%	\$0
EDUCATION & TRAINING	\$2,000	\$2,000	0%	\$0
PARK IMPROVEMENTS	\$15,000	\$15,000	0%	\$0
PROGRAM EQUIPMENT	\$10,000	\$10,000	0%	\$0

\$1,155,747	\$1,051,152	9.05%	(\$104,595)
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PARKS & RECREATION DEPARTMENT

FISCAL YEAR 2009 BUDGET

Community Center

	FY2008 Budget	Adopted FY2009	Variance %	Dollar
COMMUNITY CENTER SUPERVISOR	\$78,650	\$62,870	-20%	(\$15,780)
YOUTH SERVICES COORDINATOR	\$36,050	\$39,708	10%	\$3,658
FRONT DESK MANAGER	\$40,479	\$43,738	8%	\$3,259
PART TIME EMPLOYEES	\$413,030	\$425,421	3%	\$12,391
PAYROLL TAXES	\$43,468	\$43,738	1%	\$270
RETIREMENT CONTRIBUTIONS	\$18,620	\$17,558	-6%	(\$1,062)
LIFE, HEALTH, DISABILITY INSURANCE	\$16,850	\$16,850	0%	(\$0)
WORKERS COMPENSATION	\$10,043	\$10,044	0%	\$1
CONTRACT SERVICES	\$420,000	\$420,000	0%	\$0
MAINTENANCE CONTRACT	\$34,000	\$16,000	-53%	(\$18,000)
COMMUNICATIONS	\$10,741	\$10,741	0%	(\$0)
POSTAGE	\$2,500	\$2,500	0%	\$0
UTILITIES	\$133,300	\$110,636	-17%	(\$22,664)
INSURANCE	\$121,025	\$121,025	0%	\$0
COMM. CENTER BLDG MAINTENANCE	\$280,000	\$280,000	0%	\$0
MINOR REPAIRS	\$5,000	\$5,000	0%	\$0
ADVERTISING	\$50,000	\$50,000	0%	\$0
OFFICE SUPPLIES	\$2,500	\$8,000	220%	\$5,500
UNIFORMS	\$2,000	\$2,000	0%	\$0
SUPPLIES	\$82,000	\$82,000	0%	\$0
	\$1,800,256	\$1,767,828	1.80%	(\$32,428)

Pursuant to Village Charter Section 3.03 (5) and the Master Plan Section VIII, a five year (5) Capital Improvement Program is developed and updated annually including funding sources. The Master Plan defines capital improvements as non-recurring, financed, physical improvement projects costing at least \$25,000. The Village Master Plan establishes the guidelines for the annual Capital Improvement Program process as follows:

CAPITAL IMPROVEMENTS

Goal 1 **To undertake capital improvements necessary to provide adequate infrastructure and a high quality of life, within sound fiscal practices.**

Objective 1.1 **The Annual Capital Improvement Program Process**

Achieve annual Village Council use of this Element as the framework to monitor public facility needs as a basis for annual capital budget and five-year program preparation.

Policy 1.1.1

As part of the annual budget process, staff and engineering studies shall form the basis for preparation of a five-year Capital Improvement Program, including one (1) year capital budget, to further the Master Plan elements.

Policy 1.1.2

The Capital Improvement Program shall include a drainage facility improvement/replacement program based upon the 1993 Drainage Master Plan, adopted September 14, 1993. Construction of the system began June 19, 1995 with final completion by October 18, 1997.

Policy 1.1.3

In setting priorities, the following kinds of criteria shall be used by the Village Council; in all cases, financial feasibility or budget impact will be assessed:

- Public Safety Projects: any project to ameliorate a threat to public health or safety
- Quality of Life Projects: any project that would enhance the quality of life, such as a public streetscape improvement project.
- Level of Service or Capacity Projects: any project needed to maintain an adopted or otherwise desirable Level of Service.
- Redevelopment Projects: any project that would assist in the revitalization of deteriorated non-residential properties.
- Biscayne Bay Enhancement Projects: any project which would enhance the environmental quality of Biscayne Bay.

Policy 1.1.4

The Village shall use designated funding mechanisms such as the drainage utility and sewer assessments to the maximum extent feasible thereby freeing up general funds (and general obligation bonds) for such Village-wide projects as park land acquisition and streetscape work as outlined in the policies of other Master Plan elements. A Stormwater Utility Fee was enacted in 1994.

CAPITAL IMPROVEMENT ELEMENT IMPLEMENTATION SYSTEMS

A. Five-Year Schedule of Capital Improvements

B. Other Programs

The other principal programs needed to implement this element are as follows:

1. An annual capital programming and budgeting process beginning no later than July of every year and including the use of the project selection criteria contained in Policy 1.1.3; related thereto will be the annual review of this element. A capital budget is submitted each year with the annual budget.
2. Master Plan adopted by Village Council on September 14, 1993 and a stormwater utility rate was set the same year. Project construction started June 18, 1995 and was completed October 18, 1997.
3. June 27, 2006 Council meeting, the Village Council approved Ordinance 2006-6 authorizing construction of the sanitary sewer and water line improvement project. The scope of work according to the Village includes: Installation of the sanitary sewer system (sewer laterals, gravity sewers, manholes, pump station construction (Zone 2/3) and upgrades (Zone 1) and other components) in Zones 1, 2/3 and 4. Replacement of the old asbestos cement water pipes within the sanitary sewer improvement area, and restoration of pavement, landscaping and other areas affected by the installation. The Village awarded the construction of Zone 1 and zone 4 to Metro Equipment Services, Inc. Construction in these zones began in October of 2007. On April 30, 2008, the Village Council approved the contract with Trans Florida Development Corp. for the construction of Zone 2/3 which is estimated to be completed December of 2009. On May 13th, the Village Council approved the agreement with Conquest Engineering for the construction of the reclaimed water distribution system.
4. Amendments to the existing Land Development Code to assure conformance to the "concurrency" requirements relative to development

orders, levels of service and public facility timing as outlined in item C below.

C. Monitoring and Evaluation

The Village Manager or designee shall annually prepare a status report on this Capital Improvement Program for submittal to the Village Council. The primary purpose is to update the five-year schedule including the basis for the next year's capital budget. The project evaluation criteria shall be used in the project list review and special attention shall be devoted to maintenance of the level of service standards. This entire evaluation process shall be integrated into the Village's annual budget process. This section of the 2009 budget addresses the Master Plan requirement.

D. Concurrency Management

Concurrency Management shall be implemented as articulated in Land Use Element Policy 2.14 and Capital Improvement Element Policy 1.4.1.

RELATIONSHIP BETWEEN OPERATING & CAPITAL BUDGETS & FISCAL IMPACT

The Village of Key Biscayne prepares a separate Capital Improvement Program from the Operating General Fund Budget, however, the two (2) budgets are linked. The operating budget provides funding for most capital projects and will carry the operating impacts of those projects once constructed. Operating and maintenance costs are reviewed with each of the capital projects. The operating budget of the Capital Improvement Fund as distinguished from the General Fund Operating Budget, is a multi-year financial plan for the acquisition, expansion or rehabilitation of infrastructure, capital assets, or productive capacity of Village services. The Capital Outlay, along with the Capital Improvement Program is developed along with the annual operating budget. All projects are adopted Goals of the Village Council. A Capital Asset is defined as an asset with a value of more than \$25,000 and a useful life of over three (3) years. Some exceptions may be made to this rule for practical reasons. When the operating impact of the capital outlay are analyzed, the Capital Plan appears to place very limited burden on the operating budget.

Capital Projects typically apply to the following:

- Expenditures which take place over two (2) or more years requiring continuing appropriations beyond a single fiscal year;
- Systematic acquisition over an extended period of time; and
- Scheduled replacement or maintenance of specific elements of physical assets.

Revenues for the Capital Budget derive primarily from current annual operating revenues. The Capital Improvement Budget, unlike the operating Budget, is a five year plan which is updated annually. Only those projects scheduled during the first year of the plan are financed and adopted as part of the Village's Annual Operating Budget. The Capital Outlay appropriation, upon adoption of the budget, is transferred to the Capital Improvement Fund in accordance with Resolution 95-26 adopted July 25, 1995.

Funds remain in this account and on the books until the project is completed or closed, and do not need to be re-appropriated every year. No property tax increase has been

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2009

required to fund Debt Service requirements since the Village's inception. The Fiscal Year 2009 adopted property tax rate of \$3.2 per \$1,000 assessed valuation remained the same as Fiscal Year 2008.

THE VILLAGE CIVIC CENTER

I. Introduction. A Village Civic Center was discussed as early as 1992. A center is included and

discussed in the early drafts of the 1995 Comprehensive Plan. The first significant action taken by the Village Council to establish a center was the acquisition, development and dedication of the 9.5 acre Village Green in 1995. The Civic Center includes a Recreation Center, Administration/Police Building, Fire Station and a Council Chamber/Community Theater Building and related site and street improvements. A site plan showing the location of these buildings is attached to this report.

II. Planning Process. In mid December, 1997, the Village Council held a three day public participatory planning design. The session provided our citizens with the opportunity to shape the vision for the Civic Center. A summary of the session, including a proposed site plan, was presented to the Council on January 28, 1998. At the 1998 Goals session held March 11, 1998, the Village Council unanimously adopted a motion to begin planning for the replacement of the Public Safety Complex (Police and Fire Departments in trailers). Resolution 98-21 authorized the replacement of the Public Safety Complex on April 28, 1998. Resolution 98-19 retained OBM Miami, Inc. to provide consulting services for the Capital Improvement Program. In response to Resolution 98-21, three (3) separate contracts, which involved the preparation of conceptual and schematic building plans for the civic center with OBM Miami, Inc., were approved at the May 12, 1998 meeting. On September 1, the architect presented a second Civic Center Site Plan and conceptual schematic plans for the emergency services complex. Resolution 98-52 adopted October 13, 1998, authorized the architect to proceed with design development (Phase II).

In November 1998, the Village received the 1998 Community Relations Award for improved communications with our community from the Florida Government Communications Association (FGCA) for the planning design session.

On February 9, 1999, the Village Council adopted Resolution 99-14 which designated the Civic Center's a Top Priority Goal for the next year. A third set of site plans were included in the Civic Center report which were presented at the April 6, 1999 workshop. At the June 8 meeting, the Council adopted Site Plan B (Resolution 99-57) as a guide for the development of a Civic Center. A workshop was held

CAPITAL IMPROVEMENT PROGRAM

VILLAGE CIVIC CENTER

January 18, 2000 to review the building schematics, projected costs, financing plan, and design guidelines. On June 6, 2000, the Village Council adopted the 2000 Goals and Objectives (Resolution 2000-23) which listed the Civic Center as a top priority. Another workshop was held June 13, 1999 to further refine the plans for each of the structures.

III. Site Plan B- Modified

The Village Civic Center, geographically located in the center of the Village, will become the heart of the community: where residents can meet their friends and where community events can be scheduled. The plan emphasizes a pedestrian friendly environment with tree-lined streets and sidewalks located in a manner that embraces the "New Urbanism" concept. The buildings are located close to the streets, parking lots and on-street spaces will be used throughout the day by different users of the Civic Center. Thereby, reducing the amount of asphalt.

As part of the Site Plan, a section of W. McIntyre Street will be realigned with Galen Drive. This realignment, originally recommended in the Comprehensive Master Plan, will improve safety for pedestrians and result in a better flow of traffic. The new north-south Village Green Way will connect W. Enid Drive with the Village Green.

Site Plan B Modified was adopted by Resolution 2000-7, February 8, 2000. This plan rescinded the previous plan adopted December 7, 1999. The revised plan has a median between Crandon Boulevard and Village Green Way, relocation of the Fire Station to Crandon Boulevard and McIntyre Street, and the Administration/Police Building to McIntyre Street and Fernwood Road in addition to other minor site adjustments.

Site Plan B was again modified with the adoption of Resolution 2000-28, July 11, 2000. The modification added 13,066 of usable square foot area to the overall Master Plan with the elimination of the median dividing McIntyre Street and the relocation of the planned theater to the north. Thirteen (13) additional on-street parking spaces will be added. The modification significantly reduced the infrastructure cost associated with the realigned West McIntyre Street. Traffic circulation throughout the site should be improved. As an added benefit the proposed modification to the Civic Center Master Plan will add approximately 8,982 sq. ft. to the site of the Village Administration/Police Facility. This additional sq. ft. area will allow for the development of the Administration building to be accomplished within two stories, in lieu of the proposed 3-story building. Reducing the massing of the building will lessen the construction cost of this facility. The

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additional square foot area should also facilitate access from the proposed Civic Center parking structure and will lead to additional parking spaces. The Civic presence of the Village Administration/Police facility is increased as it now fronts the Civic Center Green between the Crandon Blvd. and Village Green Way.

On March 6, 2001, the Village Council approved Resolution 2001-23 which amended the Site Plan to include a partial subterranean garage containing approximately 104 spaces below the Recreation Center. On April 10, 2001, Resolution 2001-28 was approved which further amended the Civic Center Master Plan by: moving the Village Council/Theater Building to 580 Crandon Boulevard, expanding the Recreation Center site to include the previous Village Council/Community Theater site and including a swimming pool. The latter adjustment resulted in the Recreation Center being relocated to the former Village Council/Community Theater site. This provided space to place a 6-8 lane swimming pool with a separate area for seniors and toddlers and removing the building from being partially located in the Village Green Park.

IV. Acquisition

Two (2) contracts to purchase the SunTrust property and 560 Crandon Boulevard have been executed. The 560 Crandon property (2.068 acres) was acquired September 21, 2000 at a cost of \$3,255,000. The SunTrust property (2.173 acre) will be acquired in 2001 at a cost of approximately \$3,492,500. Pursuant to Council Resolution 2001-6, negotiations are underway to acquire the 580 Crandon Boulevard property. The latter parcel is the last site that is necessary to complete the Civic Center Project.

V. Public Safety Complex (Existing Trailers)

The original temporary public safety complex was dedicated November 30, 1994. A portion of the complex consists of temporary, portable trailer units, and has a projected use of 5-7 years. These sections of the facility are rapidly deteriorating. Since, 1992 and including 2000, the annual goals and objectives included the replacement of the facility.

VI. Fire Station

Design for the Fire Station began September 1, 1998 when Village Council authorized the Architect to begin Phase I Schematic Design (\$12,360). Phase II, Design Development, was authorized by Resolution 98-52 on October 13, 1998 (\$32,750). Immediately following Phase II approval, Phase III, Construction Documents, was authorized on April 20, 1999 by Resolution 99-33 (\$70,240).

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Programming for the facility expanded to include fire administrative offices and community meeting rooms. Approval for the additional 4,300 sq. ft. design was granted on July 11, 2000.

Developed as a two-story 25,238 sq. ft. facility, the new fire station makes the most of valuable land resources in Key Biscayne. The Fire Station has been designed as a four-bay, drive through apparatus room with living and support facilities for 12 on-duty fire personnel. An open courtyard connects the fire administration facilities, including a community room, with the fire station. The community room will be used for public safety classes such as CPR, as well as emergency training sessions for the firefighters and paramedics. This room will also function as a temporary Council Chamber until the permanent theater building is constructed.

The second floor living area includes 12 dormitories, a kitchen and dining room, classroom, library space, workstations, a day room with an outdoor terrace, as well as, laundry, restroom and shower facilities for the on-duty personnel. The second floor administrative area contains a reception area, restrooms, a conference room, storage space and office space for the Fire Chief, Deputy Fire Chief, and Administrative Assistant. The attic space has been utilized for mechanical and telecommunications equipment, as well as auxiliary storage space.

The architectural character of the building is expressed through its standing seam metal roof, double wood fascia and rafters, and cast stone coping and trim. The elements were inspired by Florida vernacular architecture. The corner watch tower reminiscent of the hose towers required in historical fire stations, serves as the elevator and access tower for the facility. The Fire Station was occupied September 2003.

VII. Recreation Center and Below Grade Parking Garage

Planning for the Recreation Center is being coordinated by a local citizens committee. The initial report was prepared on September 10, 1996. The committee and the Village Council have held two (2) workshops directed by an outside facilitator. At the workshops, approximately 53 people expressed their opinions with overwhelming support for a Recreation Center. The committee prepared, distributed and compiled a questionnaire which was sent to all residents. This was the third community-wide survey. The results, which were supportive, were submitted to the Village Council at their May 13, 1997 Council Meeting. On May 27, 1997, the Council authorized a planning design session in fall at a cost not to exceed \$15,000. A local newspaper poll, reported June 12, 1997, indicated a two

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to one majority favoring the construction of a Recreation Center. A planning design session was conducted by the Village on December 11, 13 and 14, 1997.

The Village Council adopted Resolution 98-56 on November 17, 1998 authorizing the Village Manager to advertise for Request for Qualifications (RFQ) from architectural firms to design our Recreation Center. A draft RFQ packet was sent to the Selection Committee for review on November 30, 1998. The revised RFQ packet was made available to the public on December 8, 1998. An advertisement appeared in the Daily Business Review on December 8th, 10th, 15th, 17th, 22, and on January 4th 1999 requesting qualifications from architectural firms interested in the community center project. Ten responses were accepted on January 8th, 1999.

The Selection Committee met on January 14th, 1999 to receive copies of the submittals and rating sheets to score the ten firms. On January 28, 1999, the Selection Committee met to "short list" the top five architectural firms. The Committee interviewed the top five architectural firms on March 4, 1999. Council Resolution 99-20, adopted April 20, 1999, authorized the Village Manager to negotiate with Robert G. Currie Partnership for architectural and engineering services for the Recreation Center. Council Resolution 99-62 was adopted and approved on July 22, 1999. A \$100,000 state grant will offset a portion of this fee and the contract was executed July 27, 1999. Resolution 2000-39 was adopted on July 24, 2000 which authorized the Village Manager to execute a new agreement for the design of the center at a cost of \$360,000. Staff is negotiating a revised contract as a result to design changes that were approved in Resolution 2001-9.

The Recreation Center consists of a two-story building of approximately 38,000 square feet. The facility will provide a variety of multipurpose rooms to allow for program spaces. The floor plan and design provides for possible future modifications as new needs are established. The building is sited between the Village Green, McIntyre Street, Village Green Way and Fernwood. The primary entrance and drop-off is located adjacent to the traffic circle. The entrance lobby includes a reception desk which provides visual control to people entering and leaving the building, views of the wellness center, snack bar, covered porch, stair, the toddler's room, and center corridor. Active areas are located on the first floor which include the gymnasium that contains a full size basket ball court with movable bleachers and subdivided for two half-courts by a suspended curtain. Additional active areas are the teen center game, youth and toddler's, dance and aerobic rooms. Elevator and locker/toilet rooms are centrally located. Additional space is provided for offices, mechanical, storage and circulation.

Handicap access is designed on the east side next to the main entrance.

The second floor provides space for the more quiet and less active spaces. The space includes a craft room with kiln, and a computer room. Additional space is provided for a senior's lounge and flexible meeting room, a common lounge with access to a balcony overlooking the Village Green and a warming kitchen complete the main functions on the second floor. Other areas include offices, storage, stair, elevator and circulation spaces. A 6-8 lane swimming pool will be constructed between the terrace and the Village Green Park. A parking garage will be located below the building providing approximately 104 spaces.

The exterior walls will be constructed of C.M.U. or concrete with stucco finish and simulated coquina at the base. A standing seam metal roof will be constructed with provisions for air conditioning and mechanical equipment. Detailing, windows, and colors conform to the design standards that are being used in the other buildings in the Civic Center.

The Community Center was opened on November 1, 2004.

VIII. Village Administrative Offices and Police Station

Resolution 99-10 adopted February 9, 1999 authorized the Village Manager to prepare an RFQ for architects interested in designing the Police Administrative Offices facility. At the April 20, 1999 meeting, Council appointed five (5) members to serve on the committee to assist the Manager with the selection of the architect. The RFQ was dated June 4, 1999 and mailed June 18, 1999. The twenty-one (21) proposals were returnable on July 16th, 1999. The committee short-listed six (6) firms at the July 28, 1999 meeting. The committee reviewed the proposals at their August 10th meeting. Three of the six firms were ranked. This facility is envisioned to house the police department's, the fire department's and the Village's administrative offices. This facility will also serve as the Village's Emergency Operations Center (EOC), in the event of a disaster. Resolution 99-78 authorized the Village Manager to negotiate a contract with Spillis, Candela & Partners, Inc. Resolution 99-97 adopted December 7, 1999 approved their contract and appropriated \$29,261 for schematic architectural plans. With the adoption of the modified Master Plan in July, the contract with Spillis, Candela & Partners was amended to permit the firm to revise the schematic plan presented at the June 13, 2000 and July 11, 2000 workshops and prepare a revised, two story site plan. A fee of \$15,000 was authorized to revise the previous schematic design. The final contract in the amount of \$409,200 was also authorized by Resolution 2000-29 adopted July 11,

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2000. Resolution 2000-49 adopted September 12, 2000 approved the new two-story schematic plans. The architect was directed to proceed with design development and construction documents.

The Building contains 33,138 square feet of air-conditioned program area on two floors. A 52 space parking lot is immediately to the south of the building. The offices are designed around a two-story courtyard with a water fountain and sitting areas. The courtyard functions both as a public gathering space and as a means to provide natural light and air to the internal facing office areas. The main entrance is from McIntyre Street.

The ground floor contains the police station floor area and is raised five feet above grade in order to comply with the flood criteria. The second floor of the building contains the administrative offices for the Village Manager, Village Clerk, Building, Recreation, Finance and Chamber of Commerce. Access to the second floor is from an elevator which is located to the rear of the courtyard or from stairs in the front of the building. The latter of which has been architecturally integrated into the facade in a manner which re-enforces the Florida Vernacular design of the building.

The architectural design of the building creates a unified appearance although the administrative and police functions provide very different services. The police areas will read: from the outside the same as the administrative offices; that of a Village -scaled office building. The windows and wall treatments will be consistent for both uses combining a palette of smooth stucco walls, framed window openings and standing seam metal roofs. These building materials are consistent with all of the proposed civic complex projects. A double-height loggia and covered porches along scale addressing the Recreation Center to the north and the future Theater/Council Chamber building. Village Hall was opened on December 1, 2002.

IX. Off-Site Improvements

The Village Manager was authorized by Resolution 99-100, December 7, 1999 to enter into an agreement for Spillis, Candela, and Partners to prepare civil engineering and electrical plans for the Village Civic Center at an estimated cost of \$75,000. Plans and specifications for the relocation of West McIntyre Street between Crandon Boulevard and Fernwood Road, the design of all new interior roadways within the complex, reconstruction of a portion of Crandon Boulevard, realignment of Galen/West McIntyre Street and the relocation of existing utilities

along West McIntyre Street are part of the current contract. New lighting and landscaping for all new interior roadways within the complex and any required luminaire relocation along Crandon Boulevard are part of this contract.

X. Urban and Architectural Guidelines

To insure that the Civic Center is designed in a uniform and consistent manner, the Village Council adopted urban and architectural guidelines by Resolution 2000-7, February 8, 2000. The guidelines include but not limited to landscape, buildings, walls, roofs, doors, windows, and street signage. Guidelines were presented and reviewed at the January 18, 2000 workshop.

XI. Financing Plan

The Council held nine (9) sessions to develop a long-term borrowing plan to finance the Civic Center project. At the November 17, 1998 Council meeting Councilmember Fein suggested the Village take advantage of the current low, long-term interest rates. Our financial advisor discussed various financing options at the December 8, 1998 meeting including refinancing the Village Green. A five-year financial projection was requested by Councilmember Oldakowski of the Village Council at the January 12, 1999 Council meeting. The first plan was included with the January 19, 1999 agenda for the Council Goals and Objectives Workshop. It included estimated revenues, expenditures and borrowing projections, debt limits and the estimated amount to be borrowed. At the March 9, 1999 Council meeting, a second, more refined plan was distributed to the Council.

The Village Council discussed the comprehensive Civic Center report at the April 6th workshop. The report defined the need and reasons for the proposed Civic Center, building components, status of two land acquisitions, proposed Civic Center master site plans, costs and a third financing plan. By consensus the Council requested a thirty (30) year borrowing plan.

At the April 20, 1999 Council Meeting, borrowing options were again discussed including financing the Civic Center with or without refinancing the Village Green and for thirty- (30) year period. At the May 11, 1999 meeting, the Council discussed the amount and the length of time for the borrowing. Financing issues discussed included the amount, length of time for the loan and the option of refinancing the Village Green. These issues were summarized in a May 17th report, Village Civic Center Financing Plan, discussed at the May 18th Workshop. At this workshop Council directed staff to prepare an ordinance to borrow \$10 million. A \$10 million, 20-year borrowing Ordinance (99-6) was approved at the June 22, 1999 Council

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meeting. Resolution 99-71, adopted on July 23, 1999, authorized the twenty-year bank loan at a 4.715% fixed rate. The Capital Improvement Program Facilities Reserve has approximately \$2.95 million.

The second \$10 Million Bond Ordinance 2000-8 financing tranche was adopted July 11, 2000. Three (3) bids were received October 10, 2000; the lowest interest rate submitted by First Union National Bank in the amount of 5.24% for a 20 year bank loan. Resolution 2000-57 adopted October 24, 2000 authorized the bank loan.

XII. Florida Department of Management Services

Resolution 99-50 adopted May 11, 1999 authorized the Manager to negotiate a contract with the Department of Management Services to provide project management services. The contract was executed on August 2, 1999. The (DMS) Division of Building Construction shall provide project management services for the Civic Center at a monthly fee of \$6,000. The Division shall assist the Village through the entire construction process: planning, designing, building, contract negotiations, construction and occupancy. The division will serve as the Village's agent during the project management process. This includes coordination of the design services of the architect and engineer, the coordination of the design and construction reviews, the selection and negotiation of the construction manager and the construction project. The division shall assign a Project Director for the project, and the project director and the Village shall select a construction manager. The contract was approved by Resolution 99-68, adopted July 20, 1999. The contract was renegotiated due to changes in the scope of the community center, fire station, and the addition of the parking garage. On July 11, 2000, The Council adopted Resolution 2000-29 which authorized the contract to be increased to \$10,000. The Department lowered the amount to \$6,000 retroactive December 6th by amendment to the contract.

XIII. At-Risk Construction Manager (James A. Cummings, Inc.)

The Florida Department of Management Services published a Request for Proposal on September 3, 1999 for a Construction Manager to build the Civic Center project. The Construction Manager is to provide pre-construction and construction phase services under a guaranteed maximum price to construct the Civic Center complex. This includes the Recreation Center, Fire Station and Police and Village Offices and related infrastructure. Ten (10) firms submitted their credentials for the Construction Manager. A committee consisting of the 3 architects, 2 representatives from the Florida Department of Management Services and the

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Village staff assisted as non-voting members to review the firms credentials, October 1, 1999. Five (5) firms were short listed for interviews. The interviews and a ranking were held November 1, 1999. The Council appointed James A. Cummings, Inc. as the Construction Manager on November 16, 1999 with the adoption of Resolution 99-98. The firm was authorized to proceed with the preconstruction phase of the contract at a cost not to exceed \$113,190.

XIV. Community Center Construction Program Manager (Skyline Management Group, Inc.)

The Village of Key Biscayne published a Request for Proposal for a construction manager for the Community Center Project. The Village received credentials from two firms. At their January 28, 2003 Council Meeting, the Village Council unanimously appointed Skyline Management Group, Inc. as Construction Program Manager (Owner's Representative) for the project.

XV. Construction Schedule.

On April 10, 2001, the Village Council approved Resolution 2001-29 which directed the Village Manager to begin the mobilization and site preparation work for the Administration/Police Building and Fire Station. This work began on April 30, 2001. It is expected the Fire Station was completed September 2002 and Administration/Police Building in December 2002. The Recreation Center was completed October 2004 and was officially opened November 1, 2004.

MISSION STATEMENT: To maintain, manage, plan and enhance drainage systems to safeguard public health and control flooding while protecting our waterways. To work cooperatively to respond to the community's need by providing reliable, professional and cost effective services.

GOAL: The Stormwater Utility is addressing the needs of maintaining the stormwater systems to remove stormwater at peak levels for which the system was designed, addressing the needs to improve the quality of water being discharged into Biscayne Bay and area canals in accordance with our Master Plan, solving the local drainage problems and all flooding in these areas.

INTRODUCTION

In 1987, the United States Congress amended the Clean Water Act to require the Environmental Protection Agency to develop regulations for the permitting of stormwater discharges into the waters of the United States of America. Dade County enacted a County-wide Stormwater Utility Ordinance, 91-66 in 1991. The Village Council of Key Biscayne passed Resolution 92-23 on June 9, 1992, which authorized the Village to withdraw from the Metro-Dade Stormwater Utility. Village Ordinance 93-11 created the Key Biscayne Stormwater Utility Fund effective June 22, 1993.

STORMWATER UTILITY RATE AND BILLING PROCESS

The utility rate was established by Council on October 12, 1993 with the adoption of Resolution 93-46 and an Administrative Order was executed by the Village Manager on the same date. The billing rate established is \$5.00 per each Equivalent Residential Unit (E.R.U.) per month. A condominium unit was assigned one (1) E.R.U. or \$5.00 per month and a single family residential unit was assigned one and one-half (1 ½) E.R.U.'s or \$7.50 per month. The commercial rate is determined at one E.R.U. for each 1,083 square feet.

The Council by Resolution 93-44 adopted October 12, 1993 also authorized the Miami-Dade Water and Sewer Department to perform the billing and collection of the stormwater utility fee. This service was authorized by Ordinance 93-11, adopted on June 22, 1993 and Ordinance 93-11-A adopted October 12, 1993. Resolution 93-44 approved by the Council on October 12, 1993, authorized the Mayor to execute the agreement. The Inter-local Agreement with the County was approved by the Board of County Commissioners on July 26, 1994 (R-1235-94). Cost to the Village is 87¢ per bill. The first charges were mailed in August of 1994. Income from the stormwater billing was estimated at approximately \$480,000 per year. The fees authorized as part of the 1985 Growth Management Act (F.S. 403.0893).

NATIONAL POLLUTION DISCHARGE ELIMINATION SYSTEM (NPDES)

The Village executed an Inter-local Agreement, as per Resolution 92-31 passed on July 14, 1992, with Metro-Dade County for the Department of Environmental Resource Management (DERM) to perform the necessary tasks associated with the compliance

of the National Pollution Discharge Elimination System (NPDES). A two (2) part permit application was required. The agreement is dated December 15, 1992. The initial contribution was \$8,750 for the first part. Resolution 93-27-A, adopted June 22, 1993, authorized the Village to continue with DERM as a joint-permittee for the second part of the process. The second Inter-local Agreement was approved and executed by Metro-Dade on July 12, 1994 for a five (5) year period or until November 16, 2000, at a cost of \$4,200 annually. It is cost effective and prudent for the Village to continue under the terms of this Inter-local Agreement in order to comply with the regulations. The agreement was extended by Resolutions 2000-44 adopted August 29, 2000. A second agreement was authorized by Resolution 2000-60, December 5, 2000 which provides for the control of discharges until November 16, 2000 but may be extended 25 years by mutual consent.

LEVEL OF SERVICE

A major condition affecting the proposed design of the Stormwater System is the low elevation of the area to be drained, combined with tidally-controlled groundwater. This combined with the intense existing development with no available major retention/detention area, limited the drainage system options. The other major consideration was to develop a system that was affordable to the Village. Based on these considerations a "level of service" was developed to define these parameters. The stormwater design has been developed by evaluating the amount of rainfall that will fall on a given area within a specific time period. This is the intensity of rainfall that a drainage system is designed to accommodate. This intensity is usually expressed as units of inches of rainfall per hour or the inches of rainfall over a one (1), two (2), or three (3) day period.

The rainfall intensities are categorized within an average occurrence interval. This is expressed in a fixed number of years per occurrence, such as a five-year storm which means that from the rainfall data, this storm will occur on an average of once in every five (5) years. Because this is only an average, it does not mean that once this storm occurs it will be another five (5) years before another storm of this magnitude will occur. It is quite possible that two (2) or more such magnitude storms could even occur in a single year.

This intensity of rainfall per the average years of occurrence is called the design storm. Therefore, a five-year design storm is the intensity of rainfall expected to occur on an average of once in five (5) years. The design objective was to remove water from the public right-of-way within 12 hours of the five-year design storm.

From this combination of parameters, especially intensity and frequency, the level of service for the drainage system was developed for the area west of Crandon Boulevard. The level of service is as follows based on the project cost:

DESIGN STORM - 5 YEAR	
Drainage Area Assumption	Flooding Duration – Hours
Minor Runoff Private Property	4±
Major Runoff Private Property	8±
Full Runoff Private Property	11±

This is to say that the design storm will be evacuated from the streets within a 4 to 11 hour period. The Village had set a level of expectation of "within" 24 hours. This level of service is based on the drainage wells handling the total stormwater discharge. This system, however, has an overflow capability into eleven existing positive drainage outfalls, discharging directly into Biscayne Bay, after flowing through a pollution control structure. Therefore, these flooding durations could be less based on the ability to overflow into these existing outfall systems.

Although the design storm is based on a once in a five (5) year average, the intensity of lesser occurring storms does not cause major reduction in the rainfall intensity. Therefore, these conditions could occur with minor reductions in the flooding after lesser storms.

If a greater level of service were desired, then the drainage system would have had to be upgraded. Our Engineers estimate that, if the system pipe sizes are increased a single size, the flooding issue would reduce from 4 to 11 hours, to 1 to 4 hours and the cost of the system would increase by over \$2.5 million. The above project description of the level of service was discussed in a letter dated April 18, 1994 by Williams Hatfield & Stoner.

The Village of Key Biscayne's stormwater system received its biggest test on June 8, 1997 when the Village was bombarded by 16 inches of rain in a span of 24 hours. Sam Houston, meteorologist at the National Oceanic and Atmospheric Administration on Virginia Key and Village resident, said "It was the most rain I'd seen in 24 hours since I lived out here". In addition, Houston commended the Village's stormwater system by saying that portions of the system that were up and running seemed to have been effective in preventing excess flooding. "The stormwater system had a pretty good test and seems to have served well".

There are a couple of reasons why the system functions so well. The first and primary reason is that the average well is disposing 4500 gallons per minute per foot of head. This is significantly higher than 5 year storm design level which was estimated at only 1000 gallons per minute per foot of head. The second reason is the overflow weirs to the ocean. Before the rainwater has a chance to reach a very high level, outfall weirs

dispose the stormwater into the sea.

FLOODPLAIN MANAGEMENT PLAN

A Floodplain Management Plan has been completed to address the problem of repetitive loss properties; to improve the Village's ability to cope with flood hazards and problems; and to gain further points in the Community Rating System for flood insurance coverage. The plan prioritizes proposed project improvements. The plan was prepared with a \$40,000 State of Florida Department of Community Affairs Emergency Management Preparedness and Assistance Trust Fund (EMPATF) grant which the Village secured competitively in March 1997. The Council adopted Resolution 97-31, May 13, 1997 which authorized contracts enabling work to start at on May 27, 1997. A local citizen Advisory Committee has reviewed planning proposals and made recommendations to the Village Manager. The Plan was submitted to the Council April 28, 1998. Resolution 98-18, adopted the plan at the same meeting.

CONSTRUCTION PROJECT

The stormwater project cost is approximately \$10 million. The revenue was derived from a bank loan of \$7.2 million, a direct \$1.5 million contribution from the General Fund authorized February 9, 1995, a \$750,000 grant from the 1995 U.S. Department of Commerce, Economic Development Administration, a 1996 \$167,000 grant from the South Florida Water Management District and interest income.

The project was started on the east side of Crandon Boulevard and began on June 19, 1995 and was completed March 1, 1996. The second phase west of Crandon Boulevard was started January 8, 1996 and was completed October 18, 1997. In conjunction with the stormwater project, Miami-Dade Water and Sewer Department replaced approximately \$1.5 million of existing water mains at their cost. In addition to the above \$7.2 M contracts additional drains were installed along portions of Fernwood Road and all of East End Drive.

1999 STORMWATER UTILITY REVENUE BOND SERIES

The \$7.2 million Stormwater Revenue Bond Anticipation Notes were originally issued April 11, 1995, extended in 1997 and 1998. Ordinance 98-9 adopted October 27, 1999 authorized the issuance of \$7.2 million of Stormwater Utility Revenue Bonds for the purpose of providing permanent funding for the project.

YEAR	ORDINANCE	RESOLUTION	RATE
1995	95-3	95-11	4.89%
1997	97-9	97-11	4.52%
1998	98-2	98-06	4.32%

Bids were received and opened January 8, 1999. Council by motion accepted the low bid by NationsBank at a fixed annual rate of 4.13% for 20 years at the January 12, 1999 meeting. Resolution 99-9 adopted January 26, 1999 approved the sale of bonds to NationsBank. The bonds mature October 1, 2019. Interest is payable January, April, July and October beginning April 1, 1999 on the outstanding balance. The principal is due annually each October 1st. The payments shall be from the stormwater utility fees and from a covenant to budget and appropriate from legally available Non-Ad Valorem revenues. As of September 30, 2008, the outstanding debt will be \$5,200,000.

LOCAL MITIGATION STRATEGY

Resolution 98-38 authorizes the execution of an interlocal agreement with Miami-Dade County wherein the Village agrees to actively participate in the preparation of a County-wide unified Local Mitigation Strategy (LMS) which addresses not only flooding hazards but all hazards to which Key Biscayne and the County are prone. In consideration for such participation, the Village receives an award of \$30,000.

STORMWATER UTILITY FUND

FISCAL YEAR 2009 BUDGET

Debt Service Schedule

Total Annual Debt Payment Schedule				
STORMWATER FUND				
	<i>Loan Balance</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Year Total</i>
Year	\$7,200,000			
1999	\$7,065,000	135,000.00	74,951.01	\$209,951.01
2000	\$6,940,000	125,000.00	291,784.50	\$416,784.50
2001	\$6,810,000	130,000.00	286,622.00	\$416,622.00
2002	\$6,625,000	185,000.00	281,253.00	\$466,253.00
2003	\$6,430,000	195,000.00	273,612.50	\$468,612.50
2004	\$6,225,000	205,000.00	265,559.00	\$470,559.00
2005	\$6,010,000	215,000.00	257,092.50	\$472,092.50
2006	\$5,785,000	225,000.00	248,213.00	\$473,213.00
2007	\$5,550,000	235,000.00	238,920.50	\$473,920.50
2008	\$5,200,000	350,000.00	229,215.00	\$579,215.00
2009	\$4,835,000	365,000.00	214,760.00	\$579,760.00
2010	\$4,450,000	385,000.00	199,685.50	\$584,685.50
2011	\$4,045,000	405,000.00	183,785.00	\$588,785.00
2012	\$3,620,000	425,000.00	167,058.50	\$592,058.50
2013	\$3,175,000	445,000.00	149,506.00	\$594,506.00
2014	\$2,710,000	465,000.00	131,127.50	\$596,127.50
2015	\$2,220,000	490,000.00	111,923.00	\$601,923.00
2016	\$1,705,000	515,000.00	91,686.00	\$606,686.00
2017	\$1,165,000	540,000.00	70,416.50	\$610,416.50
2018	\$595,000	570,000.00	48,114.50	\$618,114.50
2019	\$0	595,000.00	24,573.50	\$619,573.50
Coupon: 4.136% per annum, \$7,200,000, Stormwater Construction Facilities, Series 1999, Nationsbank, N.A.				

STORMWATER UTILITY FUND

FISCAL YEAR 2009 BUDGET

Revenues	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Operating Revenue	\$528,049	\$543,379	\$543,379	\$543,379	\$530,000	\$543,379	\$543,379	\$543,379	\$543,379
Interest Income	\$64,826	\$57,423	\$56,183	\$54,143	\$30,000	\$48,186	\$38,297	\$27,753	\$16,239
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$592,875	\$600,802	\$599,562	\$597,522	\$594,655	\$591,565	\$581,676	\$571,132	\$559,618
Expenditures									
Administrative Costs	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Repair & Maintenance	\$80,000	\$80,000	\$90,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Pump Station Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Principal and Interest	\$468,613	\$470,559	\$472,093	\$473,213	\$473,921	\$579,215	\$579,760	\$584,686	\$588,785
Total Expenditures	\$618,613	\$620,559	\$632,093	\$643,213	\$643,921	\$749,215	\$749,760	\$754,686	\$758,785
Revenue Over (Under) Expenditures	(\$25,738)	(\$19,757)	(\$32,531)	(\$45,691)	(\$49,266)	(\$157,650)	(\$168,084)	(\$183,554)	(\$199,167)
Beginning Fund Balance	\$941,140	\$915,402	\$895,645	\$863,114	\$817,423	\$768,157	\$610,507	\$442,423	\$258,869
Ending Fund Balance	\$915,402	\$895,645	\$863,114	\$817,423	\$768,157	\$610,507	\$442,423	\$258,869	\$59,702

Revenues	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	18 Year Totals
Operating Revenue	\$543,379	\$543,379	\$543,379	\$543,379	\$543,379	\$543,379	\$543,379	\$543,379	\$9,222,113
Interest Income	\$3,745	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$418,071
General Fund Contributions	\$155,250	\$280,500	\$280,500	\$348,650	\$204,380	\$359,200	\$367,930	\$225,630	\$2,222,040
Total Revenues	\$702,374	\$823,879	\$823,879	\$892,029	\$747,759	\$902,579	\$911,309	\$769,009	\$11,862,224
Expenditures									
Administrative Costs	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$60,000	\$1,180,000
Repair & Maintenance	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,650,000
Pump Station Replacement	\$0	\$0	\$150,000	\$150,000	\$0	\$150,000	\$150,000	\$0	\$600,000
Principal and Interest	\$592,059	\$594,506	\$596,128	\$601,923	\$606,686	\$610,417	\$618,115	\$619,574	\$9,530,253
Total Expenditures	\$762,059	\$764,506	\$916,128	\$921,923	\$776,686	\$930,417	\$938,115	\$779,574	\$12,960,253
Revenue Over (Under) Expenditures	(\$59,685)	\$59,373	(\$92,249)	(\$29,894)	(\$28,927)	(\$27,838)	(\$26,806)	(\$10,565)	(\$1,098,029)
Beginning Fund Balance	\$59,702	\$17	\$59,390	(\$32,859)	(\$62,753)	(\$91,680)	(\$119,518)	(\$146,324)	\$941,140
Ending Fund Balance	\$17	\$59,390	(\$32,859)	(\$62,753)	(\$91,680)	(\$119,518)	(\$146,324)	(\$156,889)	(\$156,889)

Assumptions:

1. \$7,200,000 Stormwater Utility Revenue Bonds issued for 20 years at a fixed rate of 4.136%.
2. Operating revenue is based on additional units only. No fee increases or new units are anticipated to occur after FY 2004.
3. A reserve is established for replacement of the pump stations.
4. Deficits are projected to start to occur in FY 2014.

Available Options to Reduce the GF Contribution or Repay the Fund:

1. Increase the Stormwater Fees by the CPI factor.
2. Repay the GF with interest after the Bonds are retired in FY 2019.

SOLID WASTE AND RECYCLING COLLECTION AND DISPOSAL FUND

FISCAL YEAR 2009

MISSION STATEMENT: To provide a comprehensive, service oriented residential solid waste management service.

GOAL: To provide a comprehensive, responsive, efficient and effective residential solid waste collection program by providing curbside pick-up and recycling, and delivery to an approved disposal site, to prevent health and safety hazards and protect the environment.

BACKGROUND

The Village Council first reviewed the solid waste and recycling collection and disposal services for single family residences provided by Metro-Dade County at the March 25, 1993 Council meeting. The intent to transfer the service from Dade County was included in Goals and Objectives established by the Village Council on two (2) separate occasions. The transfer was permitted by the Metro-Dade transitional inter-local agreement, Section III-A, executed December 30, 1992.

In accordance with Village Goals and Objectives, on October 26, 1993 Council approved a contract, submitted October 19, 1993, to study the cost of providing single-family residential solid waste and recycling collection services. The study analyzed the then current annual fee (\$399) levied by Metro-Dade County as compared to an undetermined fee of a Village private contractor. In anticipation of providing this service, in accordance with the inter-local agreement, the Village presented the County a transfer notice on April 1, 1994. Council discussed the collection program over the next several months.

FIRST FIVE-YEAR CONTRACT

On May 10, 1994, Council authorized staff to draft a Request for Proposal (RFP). The RFP was advertised in the Miami Daily Business Review on June 29 and 30, and July 1, 1995, with a pre-bid conference on July 8, 1995. Six (6) private contractors and the City of Miami submitted proposals on July 22, 1994. On August 24, 1994, a committee of local municipal officials interviewed all contractors, developing a four (4) contractor short-list. Village Council, via Resolution 94-46, adopted December 22, 1994, awarded the contract to Industrial Waste Services, Inc. (presently known as BFI). All parties executed the five (5) year contract on December 30, 1994, with services beginning on January 2, 1995. This contract ended December 31, 1999.

RATE SCHEDULE AND BILLING

Adopted April 11, 1995, Ordinance 95-4 authorized Village Council to set fees for solid waste and recycling collection and disposal services. On April 11, 1995, Resolution 95-9 established the annual fee at \$199 per year, which is one of the lowest annual solid waste and recycling fees in Miami-Dade County. This fee reduction translated into a \$200 annual savings for Village residents. Ordinance 96-3, adopted April 9, 1996, established a 5% late fee, 1/2% monthly interest charge, and a 10% lien fee for delinquent bills.

YEAR	2007	2008	2009
Starting Fund Balance	\$290,780	\$290,780	\$290,780
Revenue	544,820	538,238	639,055
Contract Expenses	514,008	514,008	631,737
Admin. Expenses	4,000	2,000	2,000
Uncollectable Accounts	26,312	22,230	5,308
Total Expenses	544,320	538,238	639,055
EOY Net Inc./loss	0	0	0
EOY Balance	290,780	\$290,780	\$290,780

EOY: End of Year

SINGLE FAMILY HOME SERVICE

The Village program consists of garbage, yard waste, bulky waste, and recyclable collection and disposal from single-family homes. The county provides a home chemical collection program and dead animal pick-up. BFI provides the following services for approximately 1,289 single-family homes within the Village:

- Garbage and Yard Trash collection twice a week
- Bulk Waste collection - once per month
- Recyclable collection - once per week
- Residential dumpster - 24 hours per day
- Special collections - \$12.00 per cubic yard, upon request

SECOND FIVE-YEAR CONTRACT

Resolution 99-28, adopted April 20, 1999 directed the Manager to issue a Request for Proposal (RFP) for soliciting bids for solid waste haulers. Letter dated May 10, 1999 to BFI Inc. in accordance with section 2.2 of the contract stated the non-renewal of the agreement by the Village. The advertisement appeared in the Miami Business Review on July 1, 1999. On July 8, 1999 the Village held a pre-bid meeting to discuss the Solid Waste and Recycling Collection Request for Proposal. Waste Management, Inc. and BFI Waste Management of North America, Inc. submitted RFPs on July 22, 1999.

A memorandum dated August 17, 1999 to the Village Council from the Manager recommended a five (5) year contract be awarded BFI Waste Systems of North America provided the annual refuse fee is increased to \$220 from \$199. Resolution 99-74 (September 9, 1999 authorized the Village Manager to negotiate a new five-year contract. Resolution 99-81 (October 12, 1999) set the fee at \$220 per year. Ordinance 99-8 (October 26, 1999) approved the five (5) year agreement and the contract was executed October 26, 1999.

THIRD CONTRACT

A Request for Proposal was issued by the Village on October 13, 2004 for solid waste haulers.

SOLID WASTE AND RECYCLING COLLECTION AND DISPOSAL FUND

FISCAL YEAR 2008

The Village held a pre-bid conference on November 1, 2004 to discuss the solid waste and recycling Request for Proposal. Three bids were received on November 24, 2004. Bids were received from BFI of North America, Waste Management, Inc. and Global Waste Inc. On December 7, 2004, a motion was made by the Village Council to extend the BFI contract for one month. The Village Manager recommend at the January 25, 2005 Council Meeting that Waste Management, Inc. be awarded the bid for Solid Waste Services. The Village Council selected Waste Management, Inc. as the new service provider.

Beginning January 1, 2005, a new type of side-yard pick up service was initiated at a fee of \$420 per household. In Fiscal year 2009, this fee was increased to \$495 per household.

FUND DESCRIPTION

The Solid Waste and Recycling Collection and Disposal Fund is a self-supporting enterprise fund intended to recover all contractual expenditures to provide residential refuse services.

REVENUES

The \$638,055 revenue represents the total of all billed single-family homes (1,289) at \$495 per residence less \$5,308 for uncollectible. Fees were increased due to escalations in the contract with Waste Management Inc.

EXPENDITURES

The line item for administrative expenses covers administrative personnel costs, billing and collection costs, supply costs and uncollectible fees. The remaining generated funds are utilized for public information material, special collections, and other administrative expenditures.

ENTERPRISE FUND - SOLID WASTE RECYCLING COLLECTION FUND							
Description	Actual FY 2003	Actual FY 2004	Adopted FY 2005	Adopted FY 2006	Adopted FY 2007	Adopted FY 2008	Adopted FY 2009
Operating Revenue	\$292,000	\$284,900	\$545,162	\$545,162	\$544,320	\$537,238	\$638,055
Interest Income	4,000	1,071	0	500	500	1,000	1,000
Total Revenues	\$296,000	\$285,971	\$545,162	\$545,662	\$544,820	\$538,238	\$639,055
Expenditures							
Contractual Services ¹	\$263,789	\$255,196	\$514,008	\$514,008	\$514,008	\$514,008	\$631,747
Administrative Costs	15,000	3,978	4,000	4,000	4,000	2,000	2,000
Uncollectable Accounts	0	0	27,154	27,154	26,312	22,230	5,308
Total Expenses	278,789	259,173	\$545,162	545,162	\$544,320	\$538,238	\$639,055
Estimated Fund Balance	\$166,084	\$192,882	\$192,822	\$192,822	\$192,822	\$192,822	\$192,822

1. Contractual Services is solid waste and recycling collection and disposal contract with BFI Waste Systems of North America.

MISSION STATEMENT: TO FINANCE AND CONSTRUCT
SANITARY SEWER COLLECTION AND TRANSMISSION
FACILITIES TO SERVE THE AREAS OF THE COMMUNITY

Sanitary Sewer Improvement Fund

A Sanitary Sewer Improvement Fund was created by Ordinance 98-10, adopted October 27, 1998 within the enterprise funds of the Village. The purpose of this fund is to provide financing to construct this project with a special assessment on the served property owners and a contribution from the General Fund. The project will serve the 706 homes on Key Biscayne that do not have a municipal sanitary sewer available to them. Ordinance 99-3, adopted April 20, 1999, authorizes the special assessment process. Ordinance 99-9 authorizes the State Loan and Resolution 99-92 approved the project. Resolution 2001-35 adopted May 8, 2001 authorized the project to proceed and approved the assessment procedures. After completion of construction, the sanitary sewer system will be maintained and operated by the Miami-Dade Water and Sewer Department in accordance with an inter-local agreement. After twenty (20) years, the system will be sold to the County for a nominal fee.

1. REASONS FOR SANITARY SEWERS

The following are some of the reasons why Village Councils, since the incorporation of the Village have decided that the present sanitary sewer collection system should be expanded to those areas not provided by a municipal sanitary sewer collection system. These reasons were discussed and developed by the area residents on several occasions.

- a. The 1995 Master Plan, adopted by the Village and approved by the State of Florida after extensive workshops and public discussion, mandates that a sanitary sewer system be made available to all areas being served by a septic tank, on or before the year 2008.

According to a statement from Mr. Kenneth B. Metcalf representing the State of Florida Department of Community Affairs at the Village Council Meeting of November 9, 1999:

"...If an attempt is made to change the Plan, the Plan would be found in non-compliance" ... "If the Village goes forward, does not connect and does not change the Plan, the law gives citizens the ability to challenge development orders that are issued. That could include expansion of houses and any permit that would rely on septic tanks."

- b. Because of the Village's high water table and the poor water absorption characteristics of its soil, septic tanks may contaminate the environment after heavy rains, with effluents rising to the surface and otherwise contributing to ocean and bay pollution. This fact was discussed in *The Islander News* article of March 25, 1999. In the same issue, Mr. Samir Elmir, State Health Department Administrator for Miami-Dade County, made the following statement, "a sewer system is better for a community than a septic system because it pumps the sewage away for treatment rather than treating it locally. It is safer and much better system." Mr. Elmir also discussed the subject at the November 9, 1999 Council Meeting where he stated that: *"... soil conditions on Key Biscayne are not proper for septic tanks...the set back to the surface water is very close to Biscayne Bay and the coastline"... "Anything more than one septic tank per 5 acres must be considered relatively high density and would impact the water quality in the area."... "The State of Florida has jurisdiction to fully implement the septic tank program but they do not enforce any type of program to insure that the system is functioning properly"...*

"There are a lot of old systems on Key Biscayne and some have water levels 6 inches above the gravel. In contrast when a NEW permit is issued on Key Biscayne, the new systems are mounded 3 feet above the natural ground level".

"... Random samples were taken...after heavy rain from standing water. One was taken from an area served by sewer and one from an area served by septic systems. The levels of fecal coliforms were very high in the area served by septic systems in comparison with the areas served by sewer. This is an indication that human or warm-blooded animal waste has been contaminating the water. Harmful pathogens are present in the water."... "Having a sewer system is a cleaner solution and it will protect the environment. From a public health standpoint, a sewer system is the appropriate system."... "If you are on septic, any addition to your existing home is almost impossible."

SANITARY SEWER IMPROVEMENT FUND

FISCAL YEAR 2009

- c. There is a potential for loss of real estate values for those homes/lots not served by a municipal sanitary sewer system. New home sizes may have to be reduced due to a larger drain-field installation. (In 1986 the drain-field area requirement for a four-bedroom dwelling was 125 S.F.; in 1995 it was 1,142 S.F.).
- d. The financial impact of the system on the residents is relatively short-term. It is likely to represent an investment that will be returned in the form of increased property values over a relatively short time, particularly if major home improvements are contemplated;
- e. State Health Department regulations with respect to septic tank maintenance, repair and replacement are subject to constant amendment. The regulatory environment and the regulations are becoming more and more restrictive, resulting in a higher and higher cost of compliance; and
- f. The Florida Department of Environmental Protection (DEP) has made available an extraordinary opportunity to encourage the construction of the sanitary sewer system by providing pre-construction, construction and long term (20-year) financing at 2.56% interest for the total capital cost of the project. There is no assurance, if the Village does not avail itself of this financing, that a comparable opportunity to build and finance the system will be available at this rate in the future.

2. SERVICE AREA

The limits of the project areas are: Ocean Drive the East; Biscayne Bay to the West; West Heather Drive to the North; and West Mashta Drive to the South (see attached map)

3. COMPREHENSIVE PLAN

A citizen survey in 1993 reported that the extension of the sanitary sewer system was supported by a majority of those respondents replying to the survey. The Comprehensive Plan, adopted in 1995 (Ordinance 95-8) requires a central sanitary sewer to all of the community by the year 2008. It is part of the Capital Improvement element of the plan. More specifically, future Land Use Policy 2.1.1 states that:

"... The Village shall cooperate with the County in an attempt to complete a financial and engineering plan to extend sanitary sewers to as much of the remaining un-sewered areas as is financially and otherwise desirable. The intent is to complete that plan as soon as

SANITARY SEWER IMPROVEMENT FUND

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technically and financially feasible but not later than 1998 and to begin implementation as soon as technically, and financially feasible and complete implementation no later than 2008 ..."

The State of Florida Department of Community Affairs (DCA) noted that the collection system is part of the settlement agreement between the Village and DCA in their June 12, 1995 letter to the Village. The Village request was 2014. Other DCA communications, including its letters of February 5, 1998 and February 18, 1998, urge the Village to proceed with its sewer program as included in its Master Plan. Finally, it should be noted that the program is also consistent with the Florida Coastal Management Program.

4. GOALS AND OBJECTIVES OF VILLAGE COUNCILS

Since incorporation in 1991, Village Councils have adopted Goals and Objectives on nine (9) separate occasions. On each occasion the construction of a sanitary sewer collection system was included as one of the Council goals and given a high priority. In addition, specific sanitary sewer workshops were held each year since 1996.

5. MIAMI-DADE COUNTY

- a. Secured Miami-Dade County Environmental Quality Control Board (EQCB) approval, on a class basis, for an extension of up to 10 years plus an additional hardship extension for up to another 5-year to connect to the system and abandon the existing septic systems (June 12, 1997).
- b. Pursuant to this approval, the homeowner is required to connect to the collection system immediately when one or more of the following conditions occur:
 - (1) Failure of property's existing septic tank system occurs;
 - (2) Improvements or repairs to a property exceed 50% of its value; or
 - (3) A change in property ownership occurs.
- c. County Resolution #1164-98 adopted October 26, 1998 approved an inter-local agreement providing for the operation and maintenance of the system by the Miami-Dade County Water and Sewer Department. The system will be leased for a period of 20 years; then sold to the County for a nominal payment. Resolution 98-45 adopted August 25, 1998 authorizes the Village Manager to execute the agreement. (The wastewater from the proposed collection system will be transmitted to the central district combined wastewater treatment plant for treatment on Virginia Key.)

SANITARY SEWER IMPROVEMENT FUND

FISCAL YEAR 2009

6. FLORIDA HEALTH DEPARTMENT

A letter dated April 20, 1999 to the Village Manager from the Village Attorney indicates that the Florida Department of Health will not take any action to interfere with the Sanitary Sewer connection timetable which has been approved by the Miami-Dade County DERM and the Miami-Dade County Environmental Quality Control Board pursuant to Board Order No. 97-49. The Board order states the Village residents shall have ten (10) years to connect to the sanitary sewer line unless:

- a. Failure of a property's existing septic tank system occurs;
- b. Improvements or repairs to a property exceed 50% of its value; or
- c. A change in property ownership occurs.

This information was submitted to the Village Council in a memorandum dated April 23, 1999 from the Village Manager.

7. ENGINEERING PLANS FOR COLLECTION AND TRANSMISSION SYSTEM

A motion was passed at the September 12, 1995 meeting authorizing the preparation of an RFQ for a Master Plan for the sanitary sewer project. At its February 24, 1998 meeting, Council adopted the 1997 Sanitary Sewer Feasibility Study and Master Plan prepared by C.A.P. Engineering, Inc., which was presented to the Council November 11, 1997.

At its March 10, 1998 meeting the Village Manager was authorized to retain the engineering firm of PBS & J to prepare plans and specifications for the sewer project at a cost not to exceed \$400,000.

At its March 31, 1998 meeting the Council, by motion, agreed to construct a sanitary sewer collection system. PBS & J submitted the preliminary design report to the Council August 25, 1998.

The sanitary sewer system construction will consist of the installation of approximately 39,000 linear feet of gravity sewers, approximately 1,885 linear feet of force mains, one (1) new 30 HP pump station, upgrading (1) pump station to 15 HP, and providing service laterals to the right-of-way line for approximately 706 addresses. The entire system discharges into a proposed 24" Force Main along

SANITARY SEWER IMPROVEMENT FUND

FISCAL YEAR 2009

Crandon Boulevard. This force main extension connects to the existing main sewer system at Crandon Boulevard and Harbor Drive.

8. WATERLINE REPLACEMENT PROGRAM

During the construction of the stormwater system the county utility department (Miami-Dade Water & Sewer Department) replaced approximately \$1.5 million cement asbestos water pipes at no cost to the community.

If the existing water system is replaced simultaneously by the same contractor who is installing the sanitary sewer, a cost reduction is possible. The potential cost reductions relate to maintaining, relocating and repairing the existing water line during the installation of the new sewer system. There is a potential costs savings in mobilization and interest costs if the work is awarded to the same contractor.

9. 2005 Status

After the November 2, 2004 election, the Village stands to receive approximately \$5.1 million dollars from the County's General Obligation Bond Program. The Village is working with the Miami-Dade Water and Sewer Department and the County Manager's office for funding for the asbestos water pipes. A workshop to discuss the Sanitary Sewer Project took place on January 18, 2005. At the November 22, 2005 Council Meeting, PBS&J updated the project estimate to \$9.5M – \$10.5M.

10. 2006 Status

The Village is set to receive \$5.6 Million from the General Obligation Bond for this project. The Village is working closely with the County with the replacement of the water pipes. PBS&J has updated the plans and revised cost estimates for the entire project. The Village has hired the Firm of Estrada Hinojosa to serve as the Financial Advisor for this project. The sanitary sewer project is estimated at close to \$20 million. The project is scheduled to begin in the summer of 2007. The Miami-Dade County Water and Sewer Department (WASD) and the Village of Key Biscayne will be partners in the first alternative water supply project in Miami-Dade County. "Purple pipes" to provide reclaimed water for irrigation in public areas will be installed in conjunction with new sanitary sewers and replacement mains for potable water. Treated wastewater will be transported in a new water main to Key Biscayne once the proposed reuse plant at the Central District Treatment Plant on Virginia Key is in service. The Links at Crandon Park public golf course at the north end of the island also will be irrigated with reclaimed water.

Updated estimated costs of \$20,223,000 for simultaneous construction of both sewers and water pipes were presented at the June 27, 2006 Village Council meeting by Lourdes Abadin of Estrada Hinojosa, the Village's Financial Advisor for

SANITARY SEWER IMPROVEMENT FUND

FISCAL YEAR 2009

the project. This number includes updated construction costs as well soft costs for hiring a project manager and public relations firm (7% of construction costs). The combined sanitary sewer estimate of \$11,770,000 represents 58.2% of the cost; the combined water pipe estimate of \$8,453,000 represents 41.8% of the cost. The actual costs will be determined by the Village Council based upon the contract for project construction awarded as a result of a competitive bidding process. Confirmed outside funding for the sewer element consists of \$5,100,000 (Miami-Dade County GOB) and \$964,300 (US EPA grant). The estimated funding shortfall is \$5,705,700. The County has committed to pay \$6,000,000 for water pipe replacement. This results in a funding shortfall of \$2,453,000 for the water pipe element.

11.2007 Status

June 27, 2006 Council meeting, the Village Council approved Ordinance 2006-6 authorizing construction of the sanitary sewer and water line improvement project. The scope of work according to the Village includes: Installation of the sanitary sewer system (sewer laterals, gravity sewers, manholes, pump station construction (Zone 2/3) and upgrades (Zone 1) and other components) in Zones 1, 2/3 and 4. Replacement of the old asbestos cement water pipes within the sanitary sewer improvement area, and restoration of pavement, landscaping and other areas affected by the installation. The Village awarded the construction of Zone 1 and zone 4 to Metro Equipment Services, Inc. Construction in these zones began in October of 2007.

The Miami-Dade County Water and Sewer Department (WASD) and the Village of Key Biscayne will be partners in the first alternative water supply project in Miami-Dade County. "Purple pipes" to provide reclaimed water for irrigation in public areas will be installed in conjunction with new sanitary sewers and replacement mains for potable water. Treated wastewater will be transported in a new water main to Key Biscayne once the proposed reuse plant at the Central District Treatment Plant on Virginia Key is in service. The Links at Crandon Park public golf course at the north end of the island also will be irrigated with reclaimed water.

12. 2008 Status

The Village awarded the construction of Zone 1 and zone 4 to Metro Equipment Services, Inc. Construction in these zones began in October of 2007. On April 30, 2008, the Village Council approved the contract with Trans Florida Development Corp. for the construction of Zone 2/3 which is estimated to be completed December of 2009. On May 13th, the Village Council approved the agreement with Conquest Engineering for the construction of the reclaimed water distribution system.

SANITARY SEWER IMPROVEMENT FUND

FISCAL YEAR 2009

MILESTONES FOR THE VILLAGE

Incorporation: Yes= 1,653 No= 1,137	November 6, 1990
Charter Adoption: Yes= 1,124 No= 541	June 18, 1991
Date of First Council Election	September 3, 1991
First Council Meeting	September 23, 1991
Ordinance 92-8 (Local Planning Agency)	February 25, 1992
Village Manager Hired	March 2, 1992
Beautification Program Initiated	May 12, 1992
Mission Statement Adopted	June 6, 1992
Transition Agreement approved by Village Council	June 9, 1992
Ordinance 92-14 (Special Master)	June 23, 1992
Village Offices Dedicated	June 25, 1992
Recreation Department Operational	July 20, 1992
Police Chief Hired	August 17, 1992
HURRICANE ANDREW (\$2,212,725)	August 24, 1992
Building, Zoning and Planning Department Operational	September 1, 1992
Calusa Park Exchange - Unofficially Given to Village	October 20, 1992
ORDINANCE 93-2 (FEMA Flood)	January 5, 1993
Village Government Recognized by ICMA	January 28, 1993
Police Department Operational	March 1, 1993
Resolution 93-08 (Opted out of Miami-Dade Fire District)	March 9, 1993
Organizational Chart Adopted	April 27, 1993
Fire Referendum: Yes= 752 No=1,313	April 27, 1993
Fire Rescue Chief Hired	May 17, 1993
Village Seal Adopted	June 8, 1993
Stormwater Utility Fund created	June 22, 1993
Police Station at 85 West Enid Drive Operational	August 25, 1993
Stormwater Master Plan Adopted	September 14, 1993
Fire Rescue Department Operational	October 1, 1993
Grand Bay Project Approved	November 11, 1993

MILESTONES FOR THE VILLAGE

Tree Farm Acquisition (Village Green)	February 10, 1994
200 Crandon Boulevard structure Demolished	August 13, 1994
ORDINANCE No. 94-6 (Master Plan Adopted)	August 16, 1994
RESOLUTION 94-38 (Naming Village Green)	October 11, 1994
Emergency Complex Dedication - Temporary Facilities	November 30, 1994
Solid Waste & Recycling Collection Service Inception	January 1, 1995
Village Green Dedicated	April 22, 1995
Stormwater Sewer Construction Project Commenced	June 19, 1995
Ocean Club of Key Biscayne Project Approved	July 27, 1995
ORDINANCE 95-8 (Master Plan Final Adoption)	September 12, 1995
Village Green Development Plan accepted	January 9, 1996
Land Purchase Straw Ballot 1.) Community Center 2.) Village Offices 3.) Police/Fire Facilities Y= 706 N= 775 Y= 430 N= 938 Y= 584 N= 830	March 12, 1996
ORDINANCE 96-1 (Deregulation of Cable Rates)	March 12, 1996
Sidewalk Construction Program initiated	April 29, 1996
Fifth Year Anniversary Celebration of Incorporation	June 18, 1996
Traffic Calming Master Plan Adopted	September 10, 1996
Master Plan approved by State	October 20, 1996
Statewide Catastrophic Response and Recovery Mutual Aid Agreement executed	November 25, 1996
Key Biscayne School 27,000 sq. ft. Ground Breaking Addition	November 1, 1996
Charter Revision Committee appointed	December 10, 1996
Petitioner's Debt Cap Charter Amendment Defeated Yes= 386 No= 646	January 21, 1997
Charter Election: 24 Amendments approved by voters	June 10, 1997
Long Range Beach Nourishment Plan Adopted	October 28, 1997
ORDINANCE 97-21 (Fire/ Police Retirement Plan)	September 9, 1997
Heritage Trail Dedication	November 11, 1997
Lake and Ocean Parks dedicated to the Village	February 20, 1998
Sanitary Sewer Ballot: Yes= 172 No=197	February 24, 1998
Floodplain Management Plan adopted (Resolution 98-18)	April 28, 1998

MILESTONES FOR THE VILLAGE

Mayor Term Referendum: Yes= 286 No=646	June 30, 1998
CRS Rating "7" approved by FEMA	March 5, 1998
County School Board approves K-8	April 28, 1998
Fire Rescue Department receives Accreditation	September 10, 1998
ORDINANCE 98-9 (\$7.2 Million Stormwater Bond, 4.13%)	October 27, 1998
ORDINANCE 98-10 (Sanitary Sewer Improvement Fund)	October 27, 1998
ORDINANCE 99-3 (Special Assessment Procedures)	April 20, 1999
Mashta Bridge Dedication	May 26, 1999
ORDINANCE 99-6 (\$10 Million Civic Center Bond, 4.72%)	June 22, 1999
CRS Rating 6 approved by FEMA	August 25, 1999
New Council Chamber opened	August 31, 1999
Swale Referendum: Yes= 380 No= 967	October 5, 1999
1. Special Assessment Charter Amendment Y-689 N-619 2. Repeal Ordinance 99-3(Assessment) Y-580 N-681 3. Repeal Ordinance 99-9 (Loan) Y-485 N-820	May 16, 2000
ORDINANCE 2000-2 (20 M.P.H. Maximum Speed Zone)	March 14, 2000
560 Crandon Boulevard Acquisition	September 21, 2000
Ordinance 2000-8 (\$10 Million Civic Center)	July 11, 2000
Ocean Park Phase One Construction Completion	August, 2000
Village Green Fountain	June 10, 2001
Gazebo Bandstand	July, 2001
Tenth Anniversary Celebration	September, 2001
Village Manager hired	May 6, 2002
Police/Administration Building & Fire Station Dedication	October 28, 2002
Community Center Opens	November 1, 2004
Village Manager hired	August 26, 2007
Crandon Boulevard Ribbon Cutting	April 10, 2008
Re-Accreditation of Fire Department	August 4, 2008



Located in the center of the southern-most U.S. barrier island, situated in the path of powerful hurricanes and tropical storms, the Village made an early commitment to storm preparation. Even though storm mitigation had been an important issue for the Village since incorporation, Hurricane Andrew's destruction on August 24, 1992 emphasized the dire need for a formal hurricane preparedness and recovery plan.

In the wake of Hurricane Andrew, the Village of Key Biscayne has formalized two (2) separate storm plans, the Emergency Response Plan (ERP) and the Storm Preparation and Recovery Plan for the Village of Key Biscayne Beach (SPRP), as well as initiated citizen training. Since incorporation, the following storm preparation and recovery activities have been accomplished:

1. The Village received \$2,212,725 from the Federal Emergency Management Agency (F.E.M.A.) to cover a portion of Hurricane Andrew's destruction.
2. Completed May 1994, the Emergency Response Plan (ERP) outlines Village hurricane preparedness and recovery procedures. Information on the ERP is annually reviewed and discussed by staff as well as disseminated to condominium managers. All condominiums have been invited to share the Village radio frequency for emergency purposes. As a test of effectiveness, Village staff participates with other Florida Communities in the annual statewide hurricane preparedness drill.
3. Village Resolution No. 96-8, adopted April 9, 1996, authorized Village participation in the Statewide Mutual Aid Agreement for Catastrophic Disaster Response and Recovery between the Florida Division of Emergency Management and the Village. This agreement allows for reciprocal aid and assistance in times of emergencies. The Village received an executed copy of this agreement from the Director of Emergency Management on October 29, 1996.
4. The 1996 locally produced hurricane procedures video, "Before the Storm", is available for viewing at the Office of the Village Clerk. The hurricane video, community workshops, and other storm information are shown on channel 99 throughout the hurricane season. Annually, the Village provides, through its government offices, the NBC 6 brochure "Storm Watch" a hurricane planning, preparation and protection guide.
5. In June 1997, the Village purchased a generator certified to run the two (2) fully operational stormwater pump stations, as well as the entire Emergency Services Complex, consisting of the Police and Fire Stations and the Emergency Operations Center (E.O.C.).
6. In July 1997, a voice mail information system became operational, enabling Village residents to obtain current governmental information by dialing (305) 365-NEWS. This system enhances the Village ability to inform residents of pre-incident and post-incident actions.
7. The first group of 25 Community Emergency Response Team (C.E.R.T.) members completed the six week training course on August 27, 1998. The C.E.R.T. program is designed to train a group of 10 to 15 members of a neighborhood, apartment/condominium complex, or similar residential area, to prepare for and respond after a disaster. The second 14 member class completed their training on December 19, 1998.

8. Complementary to the Hurricane Plan is the Storm Preparation and Recovery Plan for the Village of Key Biscayne Beach (SPRP). The Plan was reviewed by several County, State and Federal agencies for accuracy. The plan is intended to document pre-storm and post-storm Village beach conditions, as well as help to identify hazards along the Atlantic coast, following any major weather phenomenon. This plan was designed in response to the November 1996 storm that ravaged the Dade County coastline, and the resulting realization that the Village of Key Biscayne must take steps to ensure its own beach recovery.
9. In July 1998, the Village of Key Biscayne and the Ocean Club reached an agreement whereby the oceanfront development would provide manpower and equipment to clear road debris and provide post-hurricane headquarters to the Village Government, at no cost. This is believed to be the first private-public agreement of its kind in Miami-Dade County.
10. The President of the United States issued an emergency declaration on September 22, 1998 making the Village eligible for disaster relief funding for Hurricane Georges. Resolution 98-60, adopted December 8, 1998, authorized the Village Manager to execute the Disaster Relief Funding Agreement for \$112,924.
11. Resolution 98-57, adopted November 17, 1998, established Village support of the Hurricane Mitch relief effort in Central America, urging residents to send aid through local charities and authorizing the Village Manager to investigate an active role for the Village Government.
12. Resolution 99-46, adopted May 11, 1999, established a Special Disaster Relief Reserve Fund, in which the Hurricane Georges federal reimbursement of \$112,924 was deposited. The Village will utilize this fund for hurricane planning and improvement of the Emergency Management Plan.
13. At the nomination of the Village, Ocean Club Project Superintendent, Mr. Rick Chitwood, received the 13th Annual Governor's Hurricane Conference Corporate Award on June 9, 1999, for his knowledge and expertise in the principles of emergency management and hazard mitigation.
14. A Hurricane Preparedness Manual was prepared and distributed to all condominium managers in June of 2000.
15. Resolution 2001-14 adopted February 13, 2001 approved the Statewide Mutual Aid Agreement providing for Mutual Aid in disasters.
16. The Hurricane season of 2004 brought three named storms to the State of Florida. The Village suffered minimal damage after Hurricanes Charley, Francis, and Jeane. The Village is eligible to receive relief funding for Hurricanes Francis and Jeane and is currently working with FEMA.
17. The Hurricane Season of 2005 was extremely busy. Three named storms passed through Key Biscayne. The Village suffered minimal damage from Hurricanes, Katrina, Rita and Wilma. The Village is eligible to receive funding for all three hurricanes and is working closely with FEMA.
18. Resolution 2006- adopted April 25, 2006 approved a contract with All Hands Consulting to prepare the Village Comprehensive Emergency Master Plan. Plan was completed in the spring of 2007.

The Village of Key Biscayne accomplished numerous goals and objectives in 2008. Since incorporation, various Departments have received the following highlighted accolades for their efforts and final products.

*** Village Council**

1998 Wal-Mart American Hometown
Leaders Award
Councilmember Betty Q. Sime

*** Office of the Village Manager**

1999 FGCA Award
1998 Annual Video Report - Village of
Key Biscayne "Our Island Paradise"

1999 3CMA Savvy Award of Excellence -
Best One Time Video
1998 Annual Video Report - Village of
Key Biscayne "Our Island Paradise"

1998 City Hall Public Information Contest
Grand Award
Key Biscayne Heritage Trail Brochure

1998 American Association for State and
Local History (AASLH)
Certificate of Commendation
Key Biscayne Heritage Trail

1997 Aventura Chamber of Commerce
First Annual Pacemaker Award
C. Samuel Kissinger, Village Manager

1997 Society of Public Administration
South Florida Chapter Professionalism in
Government Award
C. Samuel Kissinger, Village Manager

Florida Division of Recreational Parks
1997 Certificate of Award for
contributions to Bill Baggs Cape Florida
State Recreation Area

1996 City Hall Public Information Contest
Grand Award
Five-Year Progress Report

*** Police Department**

1998 City Hall Public Information
Contest Grand Award
Bicycle Safety Video - "Street Wise"

2005 Accreditation

*** Building, Zoning & Planning**

Insurance Services Organization (ISO)
Rating of 3 (highest given to a Miami-
Dade County Municipality); 1992-2003

1998 FGCA Bronze Award -
Community Relations Civic Design
Charrette

*** Public Works Department**

The Florida Urban Forestry Council 1997
County or Municipal Program Grand
Award

2000 The Florida Institute of Consulting
Engineers selected the Mashta Island
Bridge for an Honorable Mention Award

2003 National Floodplain Conference
Model Community Award

*** Finance Department**

Government Finance Officers Association
(GFOA) of the United States and Canada
Distinguished Budget Presentation
Award: 1993-2004

Government Finance Officers
Association (GFOA) of the United States
and Canada Certificate of
Achievement for Excellence in Financial
Reporting: 1992-2007

*** Fire Rescue Department**

1999 Life Safety Achievement Award
Residential Fire Safety Institute

Commission on Fire Accreditation
International Accredited Agency: 1998-
2003, 2003-2008, 2008-2013

International Association of Fire Chiefs
Life Safety Achievement Award: 1996-1999

Insurance Services Organization (ISO)
Classification Change
Class 4/9 to a Fire Protection Class 3: 1999

First Fully Paramedic S. FL Fire Service 1995



ELECTED COUNTY OFFICIALS

I. Miami-Dade Mayor
The Honorable Carlos Alvarez
Stephen P. Clark Center
111 Northwest First Street, Suite 2910
Miami, Florida 33128
Tel: 375-5071
Fax: 375-3618
www.miamidade.gov

II. County Commissioner (District Seven)

The Honorable Carlos Gimenez

Downtown Office:
Roger Carlton
Chief of Staff
Miami-Dade County
Board of County Commissioners - District 7
111 Northwest First Street, Suite 220
Miami, Florida 33128-1963
Tel: (305) 375-5680
Fax: (305) 372-6103

District Office:

6330 Manor Lane
Suite 100
South Miami, Florida 33143
Tel: (305) 669-4003
Fax: (305) 669-4044
E-Mail: district7@miamidade.gov
<http://www.miamidade.gov/district07/home.asp>

III. Miami- Dade County School Board (District Six)

Team Metro Office

The Honorable Agustin Barrero

1450 N.E. Second Avenue
Suite 202
Miami, FL 33132
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Fax: (305) 995-1572

Suzanne Salichs

Regional Coordinator
Kendall office
Kendall Town & Country
11820 Sherri Lane
Miami, Florida 33183
Tel: (305) 270-4979
[HTTP://itd.metro.co.dade.fl.us](http://itd.metro.co.dade.fl.us)

ELECTED STATE OFFICIALS

IV. Governor
The Honorable Charlie Crist

Executive Office of the Governor
The Capitol
Tallahassee, Florida 32399-0001
Tel: (904) 488-4441
Fax: (904) 487-0801

MISSION STATEMENT: "TO PROVIDE A SAFE, QUALITY COMMUNITY ENVIRONMENT FOR ALL ISLANDERS THROUGH RESPONSIBLE GOVERNMENT."

V. Senate (District 35)

The Honorable Dan Gelber (D)

Aide: Alexis Moseley and Debra Schwartz

Tallahassee Office:
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404 South Monroe Street
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Miami Beach Office:
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Email: gelber.dan.web@flsenate.gov

VI. House of Representatives (District 107)

The Honorable Luis R. Garcia (D)

Aide: Matthew Monica

Tallahassee Office:
1301 The Capitol
402 South Monroe Street
Tallahassee, Florida 32399
Tel: (850) 488-9930

Miami Office:
531 S.W. 12th Avenue
Miami, FL 33130
Tel: (305) 325-2501

ELECTED FEDERAL OFFICIALS

VII. United States Senate

The Honorable Mel Martínez (R)

Washington Address

524 Hart Senate Office Building
Washington D.C. 20510
Tel: (202) 224-3041
Fax: (202) 224-2237

Miami Address

800 Douglas Road, Suite 148
Coral Gables, FL 33134
Tel: (305) 444-8332
Fax: (305) 444-8449

VIII. **The Honorable Bill Nelson (D)**

Washington Address

517 Hart Senate Office Building
Washington D.C. 20510
Tel: (202) 224-5274
Fax: (202) 224-8022
E-Mail: senator@billnelson.senate.gov

Orlando Address

225 East Robinson Street, Suite 410
Orlando, Florida 32801
Tel: (407) 872-7161
Fax: (407) 872-7165

MISSION STATEMENT: "TO PROVIDE A SAFE, QUALITY COMMUNITY ENVIRONMENT FOR ALL ISLANDERS THROUGH RESPONSIBLE GOVERNMENT."

IX. United States House of Representatives (District 18)

The Honorable Ileana Ros-Lehtinen (R)

Washington Aide & Address

Arturo A. Estopinan
Chief of Staff
2160 Rayburn House Office Building
Washington D.C. 20515-0918
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Miami, Florida 33144
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Fax: (305) 220-3291

FINANCIAL TERMS

The Village of Key Biscayne Annual Budget is structured to be understandable and meaningful to both the general public and the organization. This glossary is provided to assist those unfamiliar with financial terms and a few terms specific to the Village's financial planning process.

A

Account: A term used to identify an individual asset, liability, expenditure control, revenue control, encumbrance control, or fund balance.

Accountability: The state of being obligated to explain actions, to justify what was done. Accountability requires the justification for the raising of public resources and the purposes for which they are used.

Accounting System: The total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, fund types, balanced account groups, or organizational components.

Accrual Basis of Accounting: The method which records revenues when earned (whether or not cash is then received) and records expenditures when goods or services are received (whether or not cash is disbursed at that time).

Activity: Departmental efforts which contribute to the achievement of a specific set of program objectives, the smallest unit of the program budget.

Actual Prior Year: Actual amounts for the fiscal year preceding the current fiscal year which precedes the budget fiscal year.

Adopted Budget: The financial plan adopted by the Village Council as an ordinance which forms a basis for appropriations.

Ad Valorem Tax: Property taxes calculated as a percentage of the value of real or personal property. The percentage is expressed in mills (thousandths of dollars).

Allocation: The distribution of appropriated funds to a particular Fund or Department level authorized to incur obligations.

Appraise: To estimate the value, particularly the value of property.

Appropriation: The authorization by the governing body to make payments or incur obligations for specific purposes.

FINANCIAL TERMS

Appropriated Fund Balance: The amount of surplus funds available to finance operations of that fund in a subsequent year, or years.

Assess: To establish an official property value for taxation.

Assessed Value: A valuation set upon real estate by Metro Dade County Property Appraiser as a basis for levying real property taxes (Ad Valorem Tax).

Asset: Resources owned or held by governments which have monetary value. Assets may be tangible or intangible and are expressed in terms of cost or some other value. Probable future economic benefits obtained or controlled by the government as a result past transactions or events.

B

Balanced Budget: Occurs when planned expenditures equal anticipated revenues. In Florida, it is a requirement that the budget submitted to the Village Council be balanced.

Balance Sheet: The basic financial statement which discloses the assets, liabilities, and equities of an entity at a specified date in conformity with GAAP.

Basis of Accounting: A term used to refer to when revenues, expenditures, expenses, and transfers -- and the related assets and liabilities -- are recognized in the accounts and reported on the financial statements. Specifically, it relates to the timing of measurements made, regardless of the nature of the measurement, on either the cash or accrual method.

Basis Points: The measure of the yield to maturity of an investment calculated to four decimal places. A basis point is 1/100th of 1 percent (.01 percent).

Beach Nourishment: The maintenance of a restored beach by the replacement of sand.

Bond: A written promise to pay a designated sum of money (the principal) at a specific date in the future, along with periodic interest at a specific rate. The payments on bonds are identified as Debt Service. Bonds are generally used to obtain long-term financing for capital improvements.

Bond Funds: Resources derived from issuance of bonds for specific purposes and used to finance capital expenditures.

FINANCIAL TERMS

Bonded Indebtedness: Outstanding debt by issue of bonds which is repaid by ad valorem or other revenue.

Bond Rating: A rating (made by an established bond rating company) from a schedule of grades indicating the probability of timely repayment of principal and interest on bonds issued.

Budget (operating): A plan of financial operation embodying an estimate of proposed expenditures for a given fiscal year and the proposed means of financing them (revenue estimates). The term is also used for the officially authorized expenditure ceilings under which a government and its departments operate, usually one year.

Budgetary Basis: This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

Budget Calendar: The schedule of key dates which the Village follows in the preparation and adoption of the budget.

Budget Document (Program and Financial Plan): The official written statement prepared by the Village staff reflecting the decisions made by the Council in their budget deliberations.

Budget Message: A general discussion of the proposed budget written by the Village Manager to the Village Council. The message provides the Village Council and the public with a general summary of the most important aspects of the budget.

Budget Ordinance: The schedule of revenues and expenditures for the upcoming fiscal year which is adopted by the Village Council each year.

Budget Process: The process of translating planning and programming decisions into specific financial plans.

C

Capacity: A measure of an organization's ability to provide customers with the demanded service or products, in the amount requested and in a timely manner.

Capital Expenditure: A company's expenditure to acquire capital assets.

FINANCIAL TERMS

Capital Improvement Program (CIP): A projection of capital (long-lived and significant) expenditures over the coming five years. The method of financing is also indicated.

Capital Improvement Fund: An account used to segregate a portion of the government's equity to be used for future capital program expenditures.

Capital Outlay: The amount set aside in the operating budget each year for capital expenditures.

Capital Project: Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvement.

Capital Projects Budget: A fiscal year budget for capital expenditures, i.e. items or projects of significant value with a probable life of one or more years, and the means of financing them.

Cash Basis: The accounting method which records revenues when they are received in cash and records expenditures when they are paid.

Cash Management: The process of managing monies for the Village to ensure maximum cash availability and maximum yield on short-term investments of idle cash.

Certiorari: A judicial proceeding to review an assessment of real property.

Consumer Price Index (CPI): A statistical description of price levels provided by the U.S. Department of labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Consolidated Budget: The consolidated budget section contains a summary of all Village funds and all revenues and expenditures.

Contingency Fund Account: An appropriation of money set aside for unexpected expenses. The amount needed is transferred by Village Council action to supplement an appropriate expenditure account, if necessary.

Contractual Services: Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, professional consulting, legal and auditing services.

FINANCIAL TERMS

Cost Sharing: The contribution that a grantee must make to help fund the total cost of a project.

County Wide Service Area: Miami-Dade County is the regional government for all residents of the county. As the area-wide government, the county has the responsibility to provide certain services to all residents. The countywide services include: public health care (Jackson Memorial Hospital), sheriff, jails, courts, mass transportation (Metrorail), environmental protection, certain parks and public works activities, elections, tax collection, property appraisal and social service programs. The revenue to pay for countywide services comes from property and gas taxes, licenses, charges for services, intergovernmental aid, fines and forfeitures, transfers, and interest earnings. Emergency Management, Trauma Coordination, and Air Rescue are part of the Miami-Dade Fire Rescue Department, but are classified as county wide services and, therefore, are in the county wide budget, not in the Fire Rescue District budget. All of these services are provided for all residents (and visitors) in the county, regardless of where they live.

Current Revenues: Those revenues received within the present fiscal year.

Customer: The recipient of a product or service provided by the Village.

D

Debt Service: The annual payment of principal and interest on the Village's outstanding bonded indebtedness.

Debt Service Fund: Fund used to account for the accumulation of resources for and payment of general long term debt principal, interest, and related costs. The payment of principal and interest on borrowed funds.

Delinquent Taxes: Taxes remaining unpaid on or after the date on which a penalty for nonpayment is attached.

Department: A major administrative division of the Village, which indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may have more than one fund.

Depreciation: Expiration in the service of life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence, or the portion of the cost of a capital asset which is charged as an expense during a fiscal period.

FINANCIAL TERMS

Disbursement: The expenditure of monies from an account.

Distinguished Budget Presentation Awards Program: A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents. The Village has received this award since 1993.

E

Employee (or Fringe) Benefits: Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the deferred compensation, medical, legal, disability and life insurance plans.

Encumbrance: Commitments of funds for contracts and services to be performed. When encumbrances are recorded, available appropriations are correspondingly reduced. These funds cease to be an encumbrance when paid, and become a disbursement.

Enterprise Fund: Funds established to account for operations which are financed and operated in a manner similar to private enterprises. The intent is that the expense of providing services to the public on a continuing basis (including depreciation) be financed or recovered primarily through user fees.

Equity: Balance remaining after liabilities are deducted from assets.

Equity Funding: Funding is accomplished with available resources, and does not include leveraged resources. Project funding is dictated by the availability of cash.

Estimated Revenues: Projections of funds to be received during the fiscal year.

Expenditure: An expenditure is an outlay of money. It includes the cost of goods delivered or services provided, including operating expenses, capital outlays, and debt service. They also include such things as paying salaries of police, fire and others, purchasing materials, electricity, water and gas, and making long-term debt payments.

F

Federal Emergency Management Agency (FEMA): Federal agency responsible for the overall coordination of federal disaster response and recovery activities including public assistance programs.

Final Budget: Term used to describe revenues and expenditures for the upcoming year beginning October 1st, and ending September 30th, as adopted by the

FINANCIAL TERMS

Village Council.

Financial Policy: A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investments. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding. The Village policy was adopted August 10, 1993.

Financial Terms: A glossary of specialized financial terms.

Fiscal Year: The 12-month period to which the annual budget applies. The Village's fiscal year begins October 1st, and ends on September 30th.

Fixed Assets: Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Franchise: A special privilege granted by a government permitting the continuing use of public property, such as city streets, and usually involving the elements of monopoly and regulation.

Franchise Fees: Fees levied by the Village in return for granting a privilege which permits the continual use of public property such as city streets, and usually involves the elements of monopoly and regulation.

Full Faith and Credit: A pledge of government's taxing power to repay debt obligations.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts. Funds are established to attain certain objectives or to simply segregate activities. Examples are the General Fund, Refuse Collection and Recycling Fund, the Stormwater Utility Fund and the Sanitary Sewer Fund.

Fund Balance: The excess of entity's assets over liabilities for a fund. A negative fund balance is sometimes called a deficit.

G

GAAP: Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

FINANCIAL TERMS

General Fund: The fund that is available for any legal authorized purpose and which is therefore used to account for all revenues and all activities except those required to be accounted for in another fund. **Note:** The General Fund is used to finance the ordinary operations of a governmental unit. The entity receives revenue from specific sources and spends it on specific activities.

General Ledger: A book, file, or other device which contains the accounts needed to reflect the financial position and the results of operations of an entity. In double entry bookkeeping, the debits and credits in the general ledger are equal; therefore, the debit balances equal the credit balances.

General Obligation Bonds: Bonds for the payment of which the full faith and credit of the issuing government are pledged. In issuing general obligation bonds, the Village of Key Biscayne pledges to levy whatever property tax is needed to repay the bonds for any particular year. General Obligation Bonds cannot be issued without voter approval and are usually issued with maturities of between 15 and 30 years.

GFOA: Government Finance Officers Association. An organization founded to support the advancement of governmental accounting, auditing, and financial reporting.

Goal: A long-term, attainable target for an organization. An organization's vision of the future.

Goals and Objectives: A narrative in each department which establishes a program of non-routine, or especially emphasized, intentions and tasks for each Village department or sub-department during a one-year period. It is not necessarily a fiscal period.

Grant: A contribution by one governmental or other organizational unit to another. The contribution is usually made to aid in the support of a specified function (for example, public works).

I

Impact Fees: Fees charged to developers to cover, in whole or in part, the anticipated cost of improvements borne by the Village that will be necessary as a result of the development.

Infrastructure: The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

FINANCIAL TERMS

Inter-fund Transfer: Equity funds transferred from one fund to another.

Intergovernmental Revenue: Funds received from federal, state, and other local governmental sources in the form of shared revenues.

Insurance Services Office/Commercial Risk Service (ISO): An insurance rating system used to rate the cost of insurance for property owners. The lower a district's rating the lower the cost of insurance. Village rating is a three.

L

Liabilities: Debts or other legal obligation arising out of transactions in the past, which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Line Item: A specific item defined by detail in a separate account in the financial records. Revenue and expenditure justifications are reviewed, anticipated and appropriated at this level.

M

Management Plan: The strategic planning items that summarizes and articulates the Goals and Objectives for each department.

Millage rate: One mill equals \$1 of tax for each \$1,000 of property value. The millage rate is the total number of mills of tax assessed against this value. The millage rate is a rate of taxation ultimately adopted by the Village Council.

Mill of Tax: A mill is a rate of tax equal to \$1 for each \$1,000 of assessed property value. If a house has a taxable value of \$50,000 and the millage rate is 1, then \$50 in taxes are assessed, and if the millage rate is 10, then \$500 in taxes are assessed.

Mission: A description of the scope and purpose of a Village department.

Modified Accrual Accounting: A basis of accounting in which revenues are recorded when collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period, and expenditures are recognized when the related liability is incurred.

N

Non-Departmental Appropriations (Expenditures): The costs of government services or operations which are not directly attributable to Village Departments.

FINANCIAL TERMS

O

Objective: A specific measurable and observable result of an organization's activity which advances the organization toward its goal.

Objects of Expenditure: Expenditure classifications are based upon the types or categories of goods and services purchased. The Village's are: 100 - Personal Services (salaries and wages), 200 - Payroll-Related Expenses (payroll taxes, retirement contributions, health and insurance benefits, workers compensation insurance), 300 - Professional and Other Contracted Services, 400 - insurance, rentals, utilities, postage, advertising, printing, maintenance, 500 - Supplies, Publications, Dues & subscriptions, 600 - Capital outlay (land, buildings, improvements, equipment, construction-in-progress), 700 - Debt Service (Principal and Interest), 800 - Grants to Other Governmental Units and/or Private Organizations, 900 - Interfund Transfers, Contingency.

Obligations: Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Budget: The Village's financial plan which outlines proposed expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.

Operating Revenue: Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earning, and grant revenues. Operating revenues are used to pay for day to day services.

Ordinance: A formal legislative enactment by the Village Council. A law.

OSHA: Occupation Safety & Health Administration.

P

Personnel Services: Expenditures for salaries, wages, and related employee benefits.

Policy: A plan, course of action, or guiding principle, designed to set parameters for decisions and actions.

Productivity: A measure of the service output of Village programs compared to the per unit of resource input invested.

FINANCIAL TERMS

Programs and Objectives: The descriptions of the structure, purposes, activities, tasks and volumes or frequencies of each organizational unit shown in the budget. The period spans the fiscal year.

Property Tax Rate: A tax based on the assessed value of the real property. It is also called an ad valorem tax. The tax is determined by multiplying the taxable value of the property by the millage rate. If a house has a taxable value of \$300,000 and the millage rate is 1, then \$300 in taxes are assessed, and if the millage rate is 10, then \$3,000 in taxes are assessed.

Property Tax Calculations: If the taxable value of a property after taking all exemptions is \$1,000,000, and the millage rate used to determine taxes is 3.20, then assessed taxes would be \$3,200. The calculation is performed by taking the taxable value (\$1,000,000) divided by 1,000 and multiplying it by the millage rate (3.20), the 2008 Fiscal Year rate.

Proposed Budget: The budget proposed by the Village Manager to the Village Council for review and approval.

R

Reserve: An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Reserve Fund: A fund established to accumulate money for a special purpose, such as the purchase of new equipment.

Resolution: A special or temporary order of a legislative body requiring less formality than an ordinance or statute.

Revenue: Money that the Village of Key Biscayne receives from a variety of sources such as property taxes, permits and fees, utility and sales taxes, charges for services, grants, franchise fees and license fees that it uses to finance expenditures.

Risk Management: The identification and control of risk and liabilities incurred by a local government to conserve resources from accidental loss.

Rolled Back Millage Rate: The millage necessary to raise the same amount of Ad Valorem tax revenue as the previous year, excluding taxes from new construction. It represents the millage rate level for no tax increase.

FINANCIAL TERMS

S

Service: An activity that: produces an output that is not physical in nature; and produces an output that, when provided, provides utility to the customer in the form of intangible benefits.

Service Charges: The amount the Village receives for the provision of services and commodities, or the performance of specific services benefiting the person charged.

Special Assessment: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties. All tax-exempt property in the affected area will also have to pay the special assessment.

Surplus: The use of the term “surplus” in governmental accounting is generally discouraged because it creates a potential for misleading inference. Undesignated fund balance is used instead. The concept of “net worth” in commercial accounting is comparable to “fund balance” in government accounting. That portion of the fund balance which is not reserved for specific purposes or obligations is called the undesignated fund balance; it is the true surplus.

T

Tax Base: Total assessed valuation of real property within the Village.

Tax Levy: The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation.

Tax Roll: The official list of the Dade County Tax Assessor showing the amount of taxes imposed against each taxable property.

Taxing Limit: The maximum rate at which the Village may levy a tax, which for Florida municipalities is 10 mills, or \$10 per thousand dollars of assessed value.

Transfers: Amounts transferred from one fund to finance activities in another fund.

Traunch: One of many influxes of cash which is part of a single round of investment.

FINANCIAL TERMS

TRIM: Truth in millage (section 200.065, Florida Statute).

Trust Fund: A fund used to account for assets held by the City in a trustee capacity for individuals, other governments or other funds.

U

Undesignated Fund Balance: That portion of the fund balance available for use in subsequent budgets. The term is preferable over the commonly used and ill-defined a surplus.

User Fee: Charges for specific services provided only to those paying such charges. Examples would be stormwater utility and refuse collection, disposal and recycling fees.

Utility Taxes: Municipal charges levied by the Village on every purchase of a public service within its corporate limits. Public service includes electricity, gas, fuel oil, water, and telecommunications service.

V

Value: Worth of a product or service related to the use to which it can be put; reflection of the cost of a product or service measured in terms of labor time absorbed; present worth of future benefits that accrue from a product or service.

Values: The underlying beliefs and attitudes that help determine the behavior that individuals within an organization will display.

Vision: An objective that lies outside the range of planning. It describes an organization's most desirable future state, and it declares what the organization needs to care about most in order to reach that future.

W

Workload Indicators: An indication of the output of a department. It may consist of transactions, products, events, services or persons served.